

LEADERSHIP – COACHING AND MENTORING PACK

November 2017

(Established 2006)

Welcome to this month's edition. Highlights include:

This month the company I work for, Dosh Ltd www.dosh.org starts a year of celebrations as it celebrates its 10th Anniversary of supporting people with learning disabilities to be more independent and have more control over their money. In order to share this milestone with you I have included two pieces in this month's Leadership Pack that include what it means to me to be part of this organisation and why it feels special. The first post is about finding your passion and doing that - I am not sure I could do work that I am not passionate about - and the other is 'Dosh the Leadership Way' which explains our leadership culture – how we do things around here. Do you have a leadership 'culture'? And, if so, have you written it down?

Being successful is not just about having the passion to make work meaningful, but also about having a purpose. 4 WAYS PURPOSE DRIVES PERFORMANCE from the Success magazine does it for me.

"Stories are necessary, but they're not as magical as they seem, says writer Sisonke Msimang. In this funny and thoughtful talk, Msimang questions our emphasis on storytelling and spotlights the decline of facts. During a critical time when listening has been confused for action, Msimang asks us to switch off our phones, step away from our screens and step out into the real world to create a plan for justice." Each month I enjoy finding presentations from Ted.com to include in the Leadership Pack, to inspire you and to help me with my professional development, this is my favourite from this month's picks.

A project without a critical path is like a ship without a rudder. This month I delivered a two day project management course for www.thera.co.uk managers and I promised that I would include an excellent article which describes and explains what a 'Critical Path Analysis' is. So when you next plan a project and break activities down, don't forget to analyse those activities, that if delayed would stop your project finishing on time.

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 FinstLM, FCMI, GCGI

Email: steve.raw@dosh.org

Blog: www.leadershipintheraw.org

It's not about how good you are,

It's how Good You want to be

FIND YOUR PASSION AND DO THAT

Watching the workers on the conveyor belt attaching doors onto new cars, they hadn't noticed a group of us were watching them and yet we were only a few yards away. In today's language I think they were in the "Zone" although to me the work looked mind numbing, so it could have been that. It was starting to give me a headache and I felt a strong yearning to get out of this car factory as quickly as possible. It was 1973 in Dagenham and we had been brought here by the Army. I was 16 and a Junior Soldier and every so often we would go and visit a factory. They never explained why we did this, but I am guessing their motive was to show us how lucky we were, doing what we were doing no matter how tough or brutal our own existence was.

The Army didn't need to put me through those kinds of visits to make me realise that I had chosen the right career path. I already knew how fortunate and privileged I was to be doing something I was passionate about and something I got to do for 24 years. I had seen what my school mates were doing in the Steel Works and Chemical Works of Stockton-On-Tees in the North East of England and knew that was the last thing I wanted to do.

Fast forward to this week, on the train coming home from Dosh (www.dosh.org) Strategy Day in London, I had the best day, working with some incredibly talented, knowledgeable and experienced people on how we could support people with learning disabilities in the next 10 years, and I was buzzing. I looked at my fellow commuters, I may be being unfair but they looked weary. I detected the same weariness in the conversations they were having on their mobiles too. For me though, this is a second career which has lasted 21 years so far and one that I am incredibly passionate about.

Since my train journey home from London this week, I have been reflecting on why it is important to find your passion and do that. Always finding great enthusiasm for what you do.

My oldest daughter works in the Theatre. She really works seven days a week, when she is not working she is enjoying the shows at her theatre, it's her world. This is her passion. It's a family thing and makes for some interesting and engaging conversations at home.

The days and years tick by and it is important you don't wake up one day when there is no time left to do the things you dreamed of, to be the person you always wanted to be and to exceed your potential. These were and are the reasons I find my passion and do that.

So what have been the benefits?

I recently attended Damien Piper's (Effective Challenge) <http://effectivechallenge.com/> Resilience Training and he used a model: P.R.I.M.E as a way of investing in yourself which strengthens and maintains your resilience. Doing work that you are passionate about and which you have strong emotions for does not mean that there will not be obstacles, setbacks and failures however paying attention to all aspects of PRIME (Physical – Rest – Intake - Mind and Energy) will help you bounce back when things don't go your way.

Doing stuff that you have a passion for helps you to maintain and have stronger mental health. In your quieter moments, acknowledging that you are doing something that you are passionate about can give you a sense of well-being and contentment.

With passion comes a high level of enthusiasm for what you do. I have found this to be contagious not only do your friends benefit, but also your family.

"Passion is energy. Feel the power that comes from focusing on what excites you."

Oprah Winfrey

Here my top 5 tips for finding your passion:

1. What do you have strong emotions for – make them visual so write them down, better still draw a picture for each one
2. You need to find something that has a ‘purpose’: will it make a difference in another person’s life?
3. Think about what you are good at, would it pay you a living too? When you have both, not only do you find your passion you feel successful.
4. What excites you: what would make you get out of bed earlier than you really need to? I fling the bed sheets back at 5am every morning, yep even the weekends I can’t wait to start my day and find out what www.dosh.org are up to.
5. Dream Big "Every great dream begins with a dreamer. Always remember, you have within you the strength, the patience, and the passion to reach for the stars to change the world." -Harriet Tubman

As a young 15 year old heading towards the Army Recruiting Office in Middlesbrough while my school mates headed in a different direction towards their interviews for ICI Apprenticeships as Welders and Platers, I thought that if I didn’t love what I was going to do I wouldn’t be able to do it with much conviction or passion. I felt the same way when I entered into the world of supporting people with learning disabilities.

"There is no passion to be found playing small--in settling for a life that is less than the one you are capable of living."

-Nelson Mandela

Source: Steve Raw www.leadershipintheraw.org

<p>“The time is always right to do what is right.” - Martin Luther King Jr.</p>

Celebrating 10 years since its inception – Leadership the Dosh Way

I was inspired by the US ‘Success Magazine’ www.success.com piece on “Leadership - the Virgin Way” which is promoting a book by Richard Branson, to think about what is the Dosh Ltd (Financial Advocacy) www.dosh.org Leadership Way?

I believe we have a strong leadership theme and culture in our company, which makes being part of it special, and is something I wish to share with you. Perhaps after reading this post you will want to assess your leadership culture or assess where your company is on their journey, or change your

company direction, and hopefully find out more about Dosh at www.dosh.org - or drop me a line to find out more.

So here are my 10 examples of leadership which make it the Dosh way:

1. We recruit Leaders: Each of my colleagues has been recruited for their values, beliefs, and their experience of supporting people with their money. They want to make a difference in a person with learning disabilities life, and that they want to take a leadership role within their company.
2. As Leaders: They want to support people to be more independent and have more control with their money
3. “Dosh have a very creative, can-do attitude and are very knowledgeable. Their service is starting to save significant care management time for Social Workers” A quote from one of our Commissioners, our default position is to say ‘yes’ and when we do this it more often than not opens up new opportunities for all of us.
4. We have a ‘no blame culture’: We work within a culture that each of us is doing our best, so that when mistakes happen, we admit our mistake – we learn from it – I apologise – and we move on. We accept that mistakes happen and, for Dosh, it is not about the mistake, but about how we react in a positive and urgent way to remedy whatever has gone wrong.
5. Each and every one of us has a sense of urgency: In Dosh we have momentum! We are successful, but we know that we will lose that if we lose our momentum
6. We all have a positive mind-set: “Optimism is True Moral Courage” - according to the polar explorer Sir Ernest Shackleton
7. We have a passion for what we do: We are passionate about supporting people with learning disabilities and we love what we do.
8. Problems, Questions and doing new stuff: For the people we support it is a challenge to our professionalism that we will do our utmost to resolve problems and find solutions for our customers
9. Although our team members are based across the country they all help each other with the challenges they are facing as they care for each other.
10. As their Managing Director it is important to me that everyone is having fun! It is something I check at the end of every 1-1 “are you still enjoying your job?”

How do you get a similar Leadership Way? My Top 10 Tips:

1. Recruit a Diverse Team: Don’t recruit people who look like you!
2. What is your Vision? When you have one don’t keep it to yourself!

3. Create a Buzz: Introduce something new each month into your work and company. Have a “Wow” factor so the people you work with and your customers think...”I wasn’t expecting that!”
4. Ensure your colleagues feel that it is their company too: each team member needs to feel they have a stake in the company and that they can effect change
5. Empower your colleagues! Each team member in Dosh has a unique talent and you need to find out what it is and make sure you use their gift.
6. Do not only have two times goals for you, your team and your company as they are not big enough! Have 10 times goals. Think Big, Be Big, And Do Big!
7. Develop ambitious and challenging Key Performance Indicators (KPIs) that measure the team and the organisation’s performance. Even better, ask your team members to set their own targets as they will likely be more challenging than those you set!
8. Ask your team if they are having fun? If they are not, do something about it even if it involves re-designing what you do.
9. What you do is important, sometimes urgent and what you do makes a difference in people’s lives, but do not take yourself too seriously; maintain perspective and inject some humour
10. Be consistent in what you do each day. Enchant people (even those who are not your paying customers) with your offer each and every day.

Dosh support people with learning disabilities with their money and state benefits. We support people through Appointeeship, in a person centred way, through our local Financial Advocates who become members of a person’s circle of support. We also support people with their Individual Budgets, training workshops and provide consultancy too.

What is your Leadership Way?

Source: Steve Raw www.leadershipintheraw.org

"Beauty is about living your life, being happy with yourself inside and out, and not worrying about what people think of you." ~ Unknown

Say It Right To Get Results

IT’S not what you say it’s the way that you say it, that’s what gets results!

Not quite the Bananarama lyrics of old but pertinent nonetheless when considering body language while communicating.

The irony of effective communication is that words have the least effect on the person you are communicating with.

A very small percentage of your effectiveness when talking to someone is about what you say. It's how you say it that counts. The tone and the way you deliver your message are the all-important factors in making a sale. Then, selling becomes plain-sailing.

Use a tone that reflects what it is you are trying to convey – and practise it. Believe in what you're saying. Engage with the person. That way, it won't matter so much if, for you, words don't come easy.

Source: NAKED LEADER BOARD

It is far better to live your own life imperfectly than to live an imitation of somebody else's life with perfection." ~ Bhagavad Gita

4 WAYS PURPOSE DRIVES PERFORMANCE

Purpose drives performance, good or bad. Here are four ways that purpose drives performance in positive ways:

1. **IT OFFERS A COMPELLING WHY.** Once a goal or outcome is determined, begin cultivating good habits. These good habits or actions answer an important question:

Why?

- *Why do I get up at 5am to work out every morning? Because I want to lose 10 pounds*
- *Why do I get my clothes together the night before? Because I want to be prepared to get to work on time.*

Because asking why gives you a reason for what you are doing and purpose recalibrates your thinking.

2. **PURPOSE ADDS VALUE TO THE LITTLE ACTIONS.** With an expected outcome in mind, every action you take to achieve that goal is meaningful. Those actions compound over time, increasing the value of your performance.

3. **PURPOSE BOOSTS MORALE.** Purposeful action not only drives performance but also improves your mood. When you know your actions are working toward achieving a positive outcome, you feel better about what you're doing. You know that it has meaning and value.

4. **PURPOSE IS A COMPASS.** Maybe your goal is something achievable in two weeks. Perhaps it's something that will take a year to complete. It could also be a complete lifestyle change. Whatever the goal, purpose is a compass on the journey, helping you to determine where you have come from, where you stand and where you are going.

Once you know where you ultimately want to be, that compelling *why* drives your performance, every action becomes meaningful and the value of your performance increases

Source: Rhett Power extracted from the USA's Success Magazine

MY 4 TOP PICKS FROM Ted.com

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

Stories are necessary, but they're not as magical as they seem, says writer Sisonke Msimang. In this funny and thoughtful talk, Msimang questions our emphasis on storytelling and spotlights the decline of facts. During a critical time when listening has been confused for action, Msimang asks us to switch off our phones, step away from our screens and step out into the real world to create a plan for justice.

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

Sometimes trying your best isn't enough; when the situation demands it, you need to be perfect. For Jon Bowers, who runs a training facility for professional delivery drivers, the stakes are high -- 100 people in the US die every day in car accidents -- and it's perfection, or "a willingness to do what is difficult to achieve what is right," that he looks to achieve. He explains why we should all be equally diligent about striving toward perfection in everything we do, even if it means failing along the way.

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

In this deceptively simple 3-minute talk, Dr. Laura Trice muses on the power of the magic words "thank you" -- to deepen a friendship, to repair a bond, to make sure another person knows what they mean to you. Try it.

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

Activist Caroline Casey tells the story of her extraordinary life, starting with a revelation (no spoilers). In a talk that challenges perceptions, Casey asks us all to move beyond the limits we may think we have.

"A truly happy person is one who can enjoy the scenery while on a detour." ~ Unknown
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Remember Quantity Counts In Business

QUALITY STREET? Well, yes, most companies enjoy a stroll down along there when it comes to relationships with their customers. After all, you want to be associated with the top people in business.

And yet, quantity is just as pivotal if you are going to beat off the competition in business. In short, it's not just about the quality of relationship you have with your clients it's the number of people who know each other from both sides too. The more people you have who know and trust your customers – and the more of you able to communicate and nurture the contact – the stronger that relationship and the more difficult it is for a competitor to break it.

You also need the right people in your organisation communicating with those customers too. And make sure you know enough about them; otherwise it is impossible to create a strategic plan.

Source: NAKED LEADER BOARD

To the man who only has a hammer, everything he encounters begins to look like a nail. -Abraham Maslow

A PROJECT WITHOUT A CRITICAL PATH IS LIKE A SHIP WITHOUT A RUDDER

CRITICAL PATH ANALYSIS

In a good strategy plan, **all the activities** that must be completed in order to finish a project **are identified**



These activities are ordered in a **logical sequence**



Where possible, activities are planned to **run simultaneously** to save time



Critical activities that, if delayed, will stop the project from being completed on time **are highlighted**



A project without a critical path is like a ship without a rudder

To minimise the amount of time needed to carry out a complex project, managers frequently use a process known as critical path analysis (CPA). CPA was developed by mathematicians Morgan Walker and James Kelley and first used in 1957 by the chemical manufacturer, DuPont, to schedule a programme of factory closures in the most cost-effective way. By following Walker's and Kelley's advice, Du Pont saved 25% on the shutdowns. In the early 1960s, NASA used critical path analysis to defeat Soviet Russia in the Space Race. Through careful project scheduling, NASA was able to advance its spacecraft and rocket development programmes.

Planning tool

CPA is a planning tool that plots out a project's stages in a logical sequence, indicating which of the component activities need to be finished before others can start. It allows for activities to be scheduled simultaneously to save time. Activities that are critical to the project are identified – these are steps, which if delayed, will hold up the completion of the whole project.

Project managers illustrate this information visually, using a step-by-step network diagram. The most important part of the diagram is the critical path, which shows activities where there is no float

(spare) time. If a critical activity looks like it could be delayed, management will need to act, probably employing extra people and machinery. These resources can be moved from non-critical activities that have float time.

Save time and money

Manufacturers might use CPA to plan the launch of a new product. By identifying tasks that can be carried out simultaneously, the manufacturer should be able to reduce the amount of time needed for development, allowing it to launch into the market sooner. Completing projects earlier also reduces costs. For example, a firm might use CPA to reduce the amount of money spent on hiring expensive machinery. By studying the network the manager can predict when to hire a piece of machinery and for how long.

Case Study

Sydney Opera House

One of the modern world's architectural wonders, the Sydney Opera House is a dramatic example of what can go wrong when projects are not properly planned and managed. When the world famous performing arts centre was opened in 1973, it was 10 years late, and had cost 14 times more than its original budget.

In an attempt to open the building to the public as soon as possible, the government ordered building work to commence in 1959, before the Danish architect, Jorn Utzon, had finalised his drawings.

The decisions to start construction work early led to a series of problems. For example, the podium columns that were initially used proved to be too weak to support the roof. As a result, time and money were wasted replacing these columns. Unfortunately for Utzon, it was initially his design that was unfairly blamed for the delays and cost overruns, rather than poor project management.

(The Sydney Opera House is a feat of engineering and design, despite the difficulties encountered during its construction)

Source: DK 'The Business Book'

"A truly happy person is one who can enjoy the scenery while on a detour." ~ Unknown
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FAST TRACK TO.....

DEVELOPING A WINNING MINDSET

All too often the difference between those that achieve success and those that don't is that the winners have a different state of mind. Mark Rhodes, author of Think Your Way to Success outlines the top attributes of a 'success mind-set'

EXPECTATION IMPACTS RESULTS

When you have an expectation that things will go well, then they end up going far better than they would have. Thinking negatively affects everything – the words you use, the hesitation in your voice, your confidence and your body language.

CONFIDENT AND DEFINITE

Rather than being vague when faced with a request from a prospective client or customer, be confident and definite that you can help them. This doesn't necessarily mean you have all the answers but will help instill the message in you that, one way or another, you will help them get the solution they need.

RESPOND, DON'T REACT

Instead of reacting (or over-reacting) to situations, you need to respond to them. Successful people take a step back, consider all the evidence and make a logical, rational response.

YOU CAN'T FAIL

Failure is within your own control; you only fail when you decide not to go for your goal any more. If there is an opportunity to achieve your goal in a different way on a different day, you haven't failed.

CAN'T OR WON'T

99% of the things we say we can't do are actually things we won't do. Perhaps you say you can't delegate? If so, it's probably that you won't delegate for whatever reason.

SHOULD OR COULD HAVE?

When you come out of a situation that didn't go very well, focus on the things you could have done. Thinking about what you should have done focuses on the failure of the situation and puts you off ever doing it again.

ASK BETTER QUESTIONS

When struggling with a situation or project, don't fall into the trap of getting frustrated. Instead ask a better question of yourself like "What else could make this work? What could make things better?" Ideas will come if you allow your mind to work

END RESULT OR PROCESS?

Focus on the end result rather than the process involved. Very often focusing on the process puts us off getting started. If I think about all the effort needed to wash the car, I'm unlikely to get started. However, if I just focus on how good the car will look when it's nice and clean, I'm much more likely to get going.

Source: ILM's Edge magazine

When everything around you feels negative, try your hardest to look for something positive - however small.

HOW TO INFLUENCE

People specialists' learnpurple suggest managers should focus on two or three of the following characteristics each year to develop their influencing skills:

- **CLARITY:** Seeing the big picture and making sense of complex situations
- **DECISIVENESS:** taking decisions to force actions that will bring about progression
- **VISION:** looking forward in an enlightened and open-minded way
- **COURAGE:** being able to make the tough decisions
- **ACTION:** making things happen and bringing them to a conclusion
- **RESPECT:** giving and earning
- **POSITIVITY:** handling bad news in a way that makes people feel they're in safe hands
- **FLEXIBILITY AND ADAPTABILITY:** being able to champion change
- **CONSISTENCY:** Staying calm and demonstrating emotional intelligence
- **SUPPORT:** being prepared to listen and ensuring people are given the best chance to succeed
- **CHARACTER:** being charismatic, aspirational and inspirational
- **TALENT-SPOTTING:** recruiting great people and putting together fantastic teams, embracing those who are more talented than you are
- **EMPATHY:** having the ability to make people feel valued and important to the success of the organisation

When your mind is quieter, you pick up more vital information from the world around you.

DO IT RIGHT - MANAGING A PROJECT

Plan it. Know your goal and why you're pursuing it, and then research how you'll achieve it. Get it all down on paper: who's on the team; where resources are going and at what cost; and deadlines. This statement allows everyone – including you – to see exactly how you're going to pull it off.

Own it. Make the project yours, and ensure everyone knows you're accountable for the outcome. Only then will the team dance to your tune.

Put people in the loop. Consistent communication keeps expectations in sync, regarding what will be delivered, when and at what cost. But it can't be all one-way. Feedback will help you avoid nasty surprises.

Know the risks. Figure out what can go wrong and have a weather eye for ominous warning signs, so you can avoid a slip-up before it occurs.

Stay on top. Understand the project's scope, and keep an eye on performance measured against the budget and deadline. Review progress, comparing your actual status with where you planned to be at each stage.

Be adaptable. Respond to circumstances as they change, but always consult and get written agreement from the people who matter.

Close formally. Hand the project over, getting feedback from those involved and writing a report assessing how well it went in terms of budget, managing risks, deadlines and teamwork. Acknowledge the lessons for next time, and then treat your team to a drink.

<p>“Resentment is like drinking poison and then hoping it will kill your enemies” Nelson Mandela</p>
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SUCCESS IN SECONDS

Jot a note: In today’s high-tech world, a simple handwritten note can make a powerful statement

Shrug out Stress: Reduce tension in your shoulders by raising them toward your ears, holding for three seconds and releasing with a long exhale.

Follow Up: Send a quick email to the potential clients you’ve met this week. Be sure to ask, How can I help you?

Stock up on Snacks: Maintain your energy level by munching on healthy snacks. Keep a stash of good-for-you foods like fresh or dried fruit, nuts or protein bars on hand.

Visualise Success: Close your eyes for a minimum of 60 seconds each morning, and create a positive vision for the way you want your day to play out.

From the USA’s Success Magazine

“That’s what it takes to get what you want. Not big scary leaps once a year. It takes small but irritating moves every single day”

Mell Robbins