

LEADERSHIP – COACHING AND MENTORING PACK

January 2018

(Established 2006)

Welcome to this month's edition.

We spend January 1st walking through our lives, room by room, drawing up a list of work to be done, cracks to be patched. Maybe this year, to balance the list, we ought to walk through the rooms of our lives... not looking for flaws, but for potential." Ellen Goodman

Happy New Year and I hope you had a terrific Christmas too. Welcome to a specially themed New Year edition. I have started with a personal post which I have recently uploaded onto my blog, <https://leadershipintheraw.org/2018/01/02/make-2018-your-best-year-yet/> making commitments instead of resolutions. I never seemed to be able to keep to resolutions so I have been making commitments for the last 30 years and you know what? It works for me. Let's commit to making 2018 our best year yet.

As part of our New Year theme, please check out more articles and tips in this edition on how to kick start your life in 2018, one of which is part my new series I started last month on being healthy and fit with '3 FOUNDATIONS OF A HEALTHY LIFESTYLE IN 2018' I have taken on a new challenge to run 1000 miles - there I have said it and shared it with you, so now I have got to do it! You can find out how I will go about it every Sunday at 3pm on twitter @DoshLtd

Email, for my sins, is central to my life when it comes to my work and communicating. I know I have to become more efficient with this tool, so in 2018 I am going to follow the tips included in this piece 'You've Got E-Mail (Electronic Effectiveness for 2018)'. I look forward to your next email.

'Making Meetings Effective' from one of our regular contributors Ian McIntock "Meetings are essential for keeping people informed and coordinating activities but, all too often, do quite the opposite, whilst wasting large amounts of time".

I highly recommend the last article in this month's edition – it is essential reading for leaders who want to be the best. Warrant Officer Class One (WO1) Glenn Houghton is the Army Sergeant Major (Army SM) and has issued his guide to Non Commissioned Officers (NCOs) called GREEN LINES...

This month's quotes have been taken from my wife's @JoyceRaw1 and @livelikearaw twitter feeds – thanks Joyce. I am also live 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

MAKE 2018 YOUR BEST YEAR YET!

Coming towards the end of 1987 (I can't believe that was 30 years ago) the Raw family had had a good year. Our daughter Bettina had come into our lives, born in a military hospital, we had arrived on New Years Eve in Berlin for a two year tour and we were all having a great time enjoying all the opportunities this exciting city had to offer - both in the West and East (this was before the Wall came down). I had made some resolutions at the beginning of the year that, despite my best intentions, I had not stuck to. For 1988 I wanted to do something different.

I want to be better than the previous year, to be more and do more for the people I support, my organisation and my family.

So at the start of each year (since 1988), instead of making resolutions (who keeps those?), I make commitments. The very word means that you are going to commit to a course of action (there is no going back!)

In the days leading up to this New Year, I have put down on paper what I am going to do and I thought it might be something that might help you to have your best year.

'The most difficult thing is the decision to act; the rest is merely tenacity' Amelia Earhart

In 2018 believe in yourself:

1. If you make mistakes (no one is perfect) accept that you will make mistakes, learn from them and keep going. "Failures are finger posts on the road to achievement" C S Lewis
2. Don't second guess yourself. You can only make the best judgement at the time with the facts in front of you but do make a decision (nobody likes a ditherer)
3. It is easier to ask forgiveness than it is to ask for permission. Back yourself to do the right thing and do it now. (Nobody likes a procrastinator).
4. No matter how busy or how much pressure you are under during your day, do one thing which you enjoy.
5. Book yourself a coaching or mentoring session with your coach or mentor. Talk through your dreams and aspirations (try and fix up one of these meetings at least bi-monthly)
6. Record your successes and read them through before you start your new week.
7. When you are facing a crisis and you are coming under pressure, tell yourself two things: One: I have faced this before how did I deal with it then? And Two: In 6 months' time will this situation be such a big deal? Probably not.
8. Reward yourself. Something I picked up from running – if I had a good race I rewarded myself. It could have been a new pair of running socks or an energy bar, it doesn't have to be much, but it can make you feel a whole lot better. Give yourself a pat on the back.
9. Laugh whenever you can – it is cheap medicine

10. Regularly (daily is best) go for a walk. Take a break- you only need to find 30 minutes in your day. It will refresh you and it will give you the time to think.

My 5 commitments for 2018:

1. Running: Make time to go for a run 6 times a week and at the very least 5 sessions. I am going to smash my Personal Bests (PBs) well my over 60 year old ones.
2. Objectives. Set myself 5 objectives (personal and work) to achieve before 11am (5 before 11) Monday – Friday. 3 on a Saturday and taking it easy on a Sunday with 2. That's at least 30 achievements each week!
3. Continued Professional Development (CPD) this year I am going to:
 - Watch five x leadership and or inspirational presentations from Ted.com or YouTube per month
 - Listen to at least one management CD per car journey
 - Read at least 2 articles/essays from one of my management magazines per month
 - Take in at least one Webinar on a bi-monthly basis
 - Arrange a training session/workshop for the Dosh Team www.dosh.org (the company I work for) per quarter which I will take part in
 - Publish a monthly leadership pack and a quarterly Dosh Newsletter
 - Deliver a leadership workshop or presentation in 2018 which will require me to research and prepare for
 - Deliver two Money Awareness Workshops for Managers
 - Deliver two Project Management Workshops for Managers within my parent organisation www.thera.co.uk
 - Meet with my Mentors at least three times in 2018 and regularly meet up with those I mentor.
4. Health and Well Being. This year I am going to:
 - Improve my sleep patterns - working towards getting at least seven hours sleep every night. (so no cups of tea for me after 7pm)
 - Drink at least one bottle of water every day
 - Stand up more instead of sitting down – especially when using my laptop
 - Practice balancing on one leg at a time at least once a day (I got that one from Joyce)

- Practice Mindfulness at least once a day (I have learned this from Bettina)
<https://leadershipintheraw.org/2016/03/10/being-bettinas-dad-bettina-transforming-my-life-with-mindfulness/>)
 - Cut down on sugar (at least 25% this year) – cutting down on chocolate will help me with this one
 - Lose 10lbs in weight (according to my running magazines this will knock 1.5 minutes of my 5KM time!)
 - A New Commitment not included on my blog post – run 1000 miles in 2018
5. Eliminate Waste. Look at every part of my professional and personal life and eliminate waste – what am I wasting time on? What am I duplicating? What savings (financially) can I make that will not effect my performance and the difference I want to make in other peoples lives?

Courtesy of Dosh Ltd www.dosh.org this is going to be my 'Big 5' too

Smarter

Efficient

Up-to-date

Streamlined

Responsive

“Don’t judge each day by the harvest you reap, but by the seeds you plant” Robert L Stevenson

In 2018 I will take a step back (often) and I will think about what I have in my life and be grateful for everything that comes my way <https://leadershipintheraw.org/2015/09/09/being-bettinas-dad-taking-the-time-to-be-grateful-and-showing-gratitude/> If it happens to be a failure I will see it as my first and second step towards my next success. I will understand that failure is not permanent and neither is success, so I will prepare for both this year.

On 31 December 2018 I am going to read this piece again to see how I got on before I make a new set of commitments for 2019. Why? Because I want 2019 to be my best year yet!

“Expect the best, plan for the worst & prepare to be surprised” Denis Waitley

Source: Steve Raw on www.leadershipintheraw.org

In a world full of negativity, positivity must be constantly maintained. - Jerry Corstens

“Every man should be born again on the first day of January. Start with a fresh page. Take up one hole more in the buckle if necessary, or let down one, according to circumstances; but on the first of January let every man gird himself once more, with his face to the front, and take no interest in the things that were and are past” Henry Ward Beecher

The wiser we become in dealing with life the more wisdom it reveals to us. - Jerry Corstens

My top 5 picks from Ted.com

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/eddie_obeng_smart_failure_for_a_fast_changing_world

The world is changing much more rapidly than most people realize, says business educator Eddie Obeng -- and creative output cannot keep up. In this spirited talk, he highlights three important changes we should understand for better productivity, and calls for a stronger culture of "smart failure."

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

Born with a genetic visual impairment that has no correction or cure, Susan Robinson is legally blind (or partially sighted, as she prefers it) and entitled to a label she hates: "disabled." In this funny and personal talk, she digs at our hidden biases by explaining five ways she flips expectations of disability upside down.

https://www.ted.com/talks/matt_cutts_try_something_new_for_30_days

Is there something you've always meant to do, wanted to do, but just ... haven't? Matt Cutts suggests: Try it for 30 days. This short, lighthearted talk offers a neat way to think about setting and achieving goals.

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

It may seem that big problems require big solutions, but ad man Rory Sutherland says many flashy, expensive fixes are just obscuring better, simpler answers. To illustrate, he uses behavioral economics and hilarious examples.

"Now and then it's good to pause in our pursuit of happiness and just be happy." Guillaume Apollinaire

HAPPY NEW YEAR 8 Ways to Make Your Resolutions a Reality

- **Write it down.** You've heard it before, but the truth is writing down your goals forces you to get clear about what you want. Use a pen and paper (you can transfer it to your computer later). That simple physical act helps cement the desire in your brain.
- **Find a replacement.** In The Compound Effect, Darren Hardy explains one way to break a bad habit is to replace it with a good one. What can you choose to add to your life that will fill the void by eliminating a bad habit? For example, replace TV time with family time, sweets with fresh fruit, talk radio with inspiring audios.
- **Tell someone.** Talking about your goal-even if it seems huge and impossible-allows others to encourage and help you by providing resources and information you may need.

- **Take baby steps every day.** Even small steps taken toward your goal consistently will move you in the right direction. Once you experience a few small wins, taking bigger steps becomes easier.
- **Take some BIG steps.** Don't take all year to do what you can accomplish in a day. Once you've written down your list of goals for the year, figure out which goals could be accomplished this month-or even today.
- **Decide and act.** Mental hurdles may keep you from making decisions and taking action. Get over it! Make a list of all the reasons you want to accomplish your stated goal. Refer to that list when indecision or inaction threatens to take control.
- **Team up.** Even if you don't share the same goal, having a "success buddy" can keep you accountable. Meet weekly (in person or by phone) to check in on and encourage each other.
- **Celebrate your successes.** Every time you reach a milestone, acknowledge your accomplishments in a positive way. For example, if you drop a dress size, buy a new outfit. If you pick up a new customer, have dinner with a mentor. Celebrating your success will keep you focused on the larger goal

Source: USA's 'Success' magazine

Train yourself to remain calm under all circumstances. Only in a state of tranquility can we find the way out of our predicaments. @TheGoldenMirror

Want to be happy in 2018? Network with happy people: People with happy friends are 15% more likely to be happy themselves, according to research from Harvard Medical Schools and the University of California, San Diego

"I am neither especially clever nor especially gifted. I am only very, very curious" Albert Einstein

KICK-START YOUR LIFE IN 2018

The partying is over and it is time to get stuck into work. If you are feeling less than motivated on the threshold of 2018, business consultant Michael Breen has the following advice to help you kick-start yourself:

1. Start by knowing what you want to be motivated about. It's no good having a vague idea about 'just being more motivated to do more stuff and do that stuff better.' That won't do. Sit down and work through exactly where you are now and where you want to be. Make a checklist of all the benefits and positive consequences you want from being more motivated.
2. Make your vision of a more motivated you as rich and clear as possible. If it isn't clear, work harder at it. Don't go alone, work through your motivational journey with a partner, friend or colleague. Maybe even your boss.
3. Finish unfinished business. Incomplete tasks take up too much mental space; you need all the brain capacity you can muster for your new motivated self.

4. Make some choices: no more whining, self-pity, reasons why you can't do things, turning to booze or drugs. Be aware that goals can affect each other. Sorting out your fitness level could make you happier, more energetic, and more able to deal with your family commitments and take on a more exacting role at work.
5. Now really is a good time to make a commitment to change: but then it always is. It is easier said than done and you may need help. Just because you can move a piano from one side of the room to the other doesn't mean you can shift it to a new house. You need help. Go get it.
6. Once you have thought of the content of your new future make it realistic. If you've made a clear enough mental representation of where you are going, you will want to achieve success in the shortest possible time.
7. Find some allies, people who can support you and want you to succeed. They should be your personal cheerleaders (without the frilly skirts and pom-poms); people who will share your goal path and with whom you feel comfortable talking about your successes. They are not mentors but fellow travellers who are willing to give you moral and practical support.
8. Develop yourself as an 'obstacle dealer.' Tell yourself, I'm just the sort of person who deals with obstacles.' If an emergency crop up it doesn't make the goal impossible.... reconfiguring goals is called 'life.'
9. Start with what you're good at. When I work with people on motivation, we start from where they are, from what they already do well, with competence and confidence. Highly motivated performers in business have very clear ideas about what they are good at. They also know when to ask for help. This is not failure; it is very smart.

(Michael Breen – www.mbnlp.com)

Source 'Professional Manager' member magazine for the CMI)

The Person Who Says It Cannot Be Done Should Stop Intereupting The Person Doing It! Chinese Proverb
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It's impossible to achieve greatness or fulfilment without embracing fear. While failure, ridicule or even physical danger may be beyond the confines of comfort, reaching for new heights requires risk. The choice then is this: Subsist in mediocrity or push past fear and become the person you were meant to be. (Success Magazine)

Mastering others is a strength. Mastering yourself is true power Lao Tzu

Ten ways to..... Manage creative people

1. Have a clear vision
2. Give them a tight brief
3. Encourage a fast flow of ideas
4. Protect them from bureaucracy

5. Give them ideas to work with
6. Expect different values and behaviours
7. Introduce subtle competition
8. Have separate creative working space
9. Team them up with implementers
10. Give ideas time and space to develop

Source: Guy Browning - Modern Management

The human mind is always working; this is why it's so important to take time each day to let it sort itself out in silence. ~ @dailyzen

3 FOUNDATIONS OF A HEALTHY LIFESTYLE IN 2018

1. Eat Well

A balanced diet will not only boost your immune system and help to keep coughs and colds at bay, it can also improve levels of concentration and make you more mentally alert. The following foods are particularly beneficial for the brain, says dietician Nigel Denby

- Pears – boron, a mineral found in pears, may help electrical activity in the brain.
- Sesame seeds – rich in omega 6 fatty acids needed for nerve impulses and may improve memory function.
- Wholemeal bread and cereals – give slow released energy and B vitamins to nourish the nervous system.
- Celery – contains special nutrients called phi halides which calm the nervous system.
- Oily fish – full of omega 3 fatty acids, essential for nerve function
- Ripe bananas – high in potassium, inadequate potassium can lead to mental confusion
- Lean red meat – provides iron for hemoglobin production, Hemoglobin transports oxygen to the brain, vital if you want to work efficiently

2. Sleep Soundly

A good night's sleep is essential to maintain your health and sense of wellbeing, says Rodney Epstein of Relaxa. Most of us need between six and eight hours to perform at our peak, and if we don't get enough sleep, concentration and memory start to suffer.

- Develop a regular sleep routine
- Take regular exercise, but not within three hours of your bedtime
- Make your bedroom dark and neither too hot or too cold
- Take the TV out of your bedroom – make it a place for sleep only
- Keep a pen and paper beside your bed to write down anything troubling you
- Avoid caffeine – drink warm milk or herbal tea instead. Milk contains tryptophan, which induces sleep

- Make evening meals light and not too late
- Try a drop of lavender essential oil on your pillow, or take passiflora – readily available in tablet form. It is non habit-forming and aids sleep
- If you are lying awake, get up and have a drink or do something involving your head and your hands, like a jigsaw puzzle or the ironing

3. Get Some Exercise

Keeping fit doesn't have to mean running a marathon. Even if you're short of time, it's easy to incorporate exercise into your daily routine. Try:

- Taking the stairs instead of the lift
- Getting off the bus or train one stop earlier and walking the rest of the way
- Parking at the furthest side of the car park
- Walking over to speak to your colleagues rather than relying on e-mails and phone calls
- Going for a walk at lunchtime
- Buying a bike and cycling to work
- Ask Thera to subsidise the membership of a local gym

DO AT LEAST 3 OF THESE TODAY:

- Read 📖
- Exercise 🏃
- Meditate 🧘
- Eat healthy 🍏
- Help someone 👥
- Overcome a fear 🦋

(from Mindfulness Wellness @HealingMB)

YOUR ROUTE TO THE TOP

HOW TO GET YOUR WAY IN 2018

Keep your enemies close. Let the other person speak first. You'll gain invaluable insights into their true concerns and they'll be more likely to listen when it's your turn.

Delve deep. Ask questions to find out what's driving them. Whether they want to be inspired or to be given irrefutable facts, you can adapt your approach once you know their motivations.

Engage them. Be clear about what's in it for them: 'This project will involve working closely with a number of different people. I believe this will appeal to your social side.' People make decisions for their own reasons, not yours.

Choose your words carefully. Use phrases like: 'let's....' or 'shall we try...?' If you're pushy, they'll be less likely to comply.

Flattery will get you everywhere. To get a colleague to adopt the next proposal, explain what was good about the last one and why: 'The PCP examples work really well and I like the humorous tone.' If they feel favourably towards you, they'll be more open to persuasion. Just don't overdo it!

Guide them. People are most likely to agree to something if they feel they've come to the conclusion themselves. In *My Big Fat Greek Wedding*, the protagonist's mother uses gentle questioning to get her way. It's so effective that the daughter leaves to follow her dreams, and her father thinks it was his idea.

Make your case. State all the facts, and be clear about the pros and cons. Offer solutions that will resolve their concerns and open a debate to incorporate their views. Focus on areas where it's easier to adept without damaging the integrity of what you're trying to achieve.

Be prepared to compromise. Is your way really the best way? Present your proposal as a first draft to work on together. A collaborative solution is more likely to lead to a positive outcome for everyone.

Source: 'The Mind Gym. Give me time'

Tell yourself the following everyday:

- I create my own reality.
- I am grateful for all that I have.
- I am happy and excited about life.
- I am healthy and full of energy.
- I am confident about who I am.
- I have inner peace and joy.

(from Mindfulness Wellness @HealingMB)

Dear Steve

Trust you're First Instinct

Time to read – 1 minute – Time to save – hours!

Go with your gut-feel.

After all, it is the combined result of all of your learning, experience and analysis made to date.

You will save so much time - time in stacking up the logic and evidence to back what you already know, time wasted in over-analysis when you know that you will return to that first immediate thought you had.

So, trust yourself and your own instincts, and go with them.

With my best wishes

David

(David Taylor author of the excellent Naked Leader books)

Your Route to the Top

WORK OFF YOUR WORRIES IN 2018

Pick your battles. Losing sleep over next week's meeting? Channel nervous energy into those things you can control (such as knowing your figures inside-out) and put everything you can't influence (e.g. your customers mood) out of your mind.

Change your mind. Optimists outperform their glass-half-empty counterparts, according to psychologist Martin Seligman. If negative thoughts leave you paralysed with self-doubt, reframe your challenge. Replace 'this is impossible' with 'this is an opportunity to learn' and defy the naysayer.

Use your allies. Market research firm Gallup found that having a good friend at work fosters sustained performance. Whether it's reassurance that your strategy makes sense, or a pep talk before your review, seek the support of a trusted ally.

Say yes to stress. In a survey of Londoners, nine out of 10 said they experienced stress at work, yet 50% were happy with their work life. How so? Research by endocrinologist Hans Selye (1907-82) found that a healthy level of stress actually boosts performance. Relish your racing heart and reap the rewards.

Regain perspective. Recognise that even your most feared outcome (missing a deadline, losing a customer, bombing in front of the board) is unlikely to be your downfall. Think what really matters to you (your children's happiness, your partner's health, being inspired) and feel your mountains shrink to molehills.

Do something. In the midst of panic, taking action provides much needed distraction, a sense of progress, and a feeling of control – all of which lead to increased calmness. Identify one thing that will help you move towards your goal, then stop dithering and do it.

Source: The Mind Gym

You've Got E-Mail

(Electronic Effectiveness for 2018)

For all its convenience, communicating via e-mail can be fraught with pitfalls. It's easy to make embarrassing mistakes, mainly because of the speed involved. So before you click "send" consider these tips from Success Magazine:

Use “reply all” sparingly. Don’t respond to everyone copied on the original e-mail unless your information applies to them all. Although others might’ve been copied originally as a courtesy, spare their in boxes your response. Don’t hit “reply all” just to say “thanks” or “me too”

Keep e-mail short and on point. Don’t bury important information in a long-winded e-mail. Separate action items into bullet points. Respect the other person’s time – and you’ll convey your message better, too.

Be extra-careful with your handheld screen (XDA). Your thumb is big and the screen is small – and there’s plenty of margin for error. So give it an extra read before you send it.

If the message is sensitive, add recipients later. Compose the e-mail before you include recipients. This will prevent you from sending an incomplete thought or selecting the wrong recipients.

Check attachments. Don’t attach and send without first ensuring your attachment is exactly what it’s supposed to be.

E-mail Faux Pas. Think you’re infallible when it comes to e-mail? The people who made these mistakes probably thought so, too. In a survey The Creative Group, a national staffing services company, executives with companies around the country reported doing the following:

- Sending a job offer to the wrong person
- E-mailing an important client with what was intended as an internal message about restroom etiquette
- Accidentally sending personal sales performance information to a client.

Ten Ways to... TOUGHEN UP (in 2018)

1. Don’t take it personally
2. Believe in yourself
3. Accept it’s ok to make mistakes...
4.but don’t make too many
5. Keep your focus
6. Hold your nerve
7. Don’t compare yourself to others
8. Let go of anger
9. Take a few risks
10. Learn to switch off

Making Meetings Effective Ian McIntock Director

Meetings are essential for keeping people informed and coordinating activities but, all too often, do quite the opposite, whilst wasting large amounts of time. This article is a simple checklist to use to help keep meetings on-track and effective, from the Charity Excellence Framework resource base <https://www.facebook.com/CharityExcellenceFramework/> .

Prior to the meeting

Decide whether you actually need a meeting at all, or if this could be dealt with either by e-mail, or a couple of colleagues working together. Try this:

$(\text{meeting length in hours} + \text{average travel time}) \times \text{numbers attending} \times \text{number of meetings annually} \times \text{average daily salary rate} = \text{annual £ cost}$

If you do need a meeting, decide if everyone really needs to be physically present. There are now relatively inexpensive options from conference calling, to Skype and virtual meetings.

- Issue the agenda in good time; list the agenda items, who will lead each and its purpose (decision, information, discussion), with adequate time allocated for each.
- Circulate papers in advance to give people time to read these and, if necessary discuss issues with colleagues, ahead of the meeting.
- Don't invite significant numbers of people, if you need to actively debate issues, as this impairs decision making and has a substantial cost in time. The coefficient of inefficiency is a (semi) humorous theory on meeting size.
http://psychology.wikia.com/wiki/Coefficient_of_Inefficiency
- Invite those who need to be there, because their specific expertise is required, not because of their seniority.
- But do not invite everyone to every meeting or every agenda item, even for regular meetings.
- Ensure that you send your apologies in good time, if you are not able to attend.

At the meeting

The chair should ensure that:

- Discussion remains focussed on the agenda item to be discussed.
- Everyone has the opportunity to speak and no one is allowed to dominate the conversation.
- Ensure that those who may not be participating are brought into the conversation by inviting them to contribute.
- Intervene if anyone is behaving in a way that is inappropriate or not helpful. If necessary, speak to them privately after the meeting.

It's usually better and easier to guide them in how they should be contributing, than telling him/her off for what they are not doing.

- Off agenda items are dealt with under AOB or outside the meeting.
- Any action/discussion that requires only some people should be delegated to be dealt with outside the meeting and options, or a decision brought back to the meeting.
- Timings are adhered to.
- The decision/action for each item is achieved and being clear on who will do what and by when.
- Ensure the meeting ends on a positive note, summarise the key points/decisions and with clarity on the next steps.

We all should:

- Ensure we have fully prepared for the meeting.
- Adhere to etiquette in using smart phones/tablets. That is don't, just don't. Trust me but, if you need to know why, read this. <https://www.linkedin.com/pulse/smartphones-driving-everyone-insane-dr-travis-bradberry>
- Focus on the agenda item and what is to be achieved.
- Actively challenge ourselves and others, but always positively and with respect.
- Be sensitive to peoples' need for support when challenging or being challenged.
- Actively encourage those who are not participating by seeking their views and don't talk over others or dominate the conversation.
- Don't make assumptions and, instead, focus on facts.
- Be tolerant of diverse points of view by avoiding:

Giving offence – being ready to apologise.

Taking offence – remaining open to discussion.

- Don't dwell on the past, except to learn and, instead, look forward and work with others to create solutions
- Don't blame people for things beyond their control and leave personal agendas outside the room.

Agreeing and collectively buying in to the above, or similar, with the team may help make clear expectations.

After the meeting

- The chair should circulate minutes or action notes of decisions promptly.
- Individuals should ensure that they carry out any actions allocated to them in the timescale required.

And, if you'd like to read more on this subject, try this HBR article. <https://hbr.org/2013/12/the-seven-imperatives-to-keeping-meetings-on-track>

I support organisations to deliver improved performance by providing facilitation and charity sector consultancy. Contact alumna@btinternet.com. Follow me on LinkedIn or Twitter (@ian_mcl) for pragmatic articles and updates on a wide range of charity sector issues.

Ian McIntock

https://www.linkedin.com/pulse/draft/AgEQFm_bVFzL7wAAAWBGD2vfsrDGExG4_c_ZcaUYmh0Lqlj9I2PbB9cifQUFA8SiapyJVAY

Jack Cranfield – CRANFIELD’S CAN DO WISDOM

- ❖ When you always tell the truth people trust you. When you do what you say, as promised, people respect you. When you make others feel special, people like you.”
- ❖ “Rejection is really an illusion.....If I apply to Harvard and I don’t get in, I wasn’t in Harvard before I applied, and I am not in after I applied. It didn’t get worse. It stayed the same.”
- ❖ “Give yourself permission to be awkward. Anything you want to learn, you are going to be awkward at it at first. Give yourself permission to be a beginner, a learner
- ❖ “There is only one person responsible for the quality of the life you live. That person is you. If you want to be successful, you have to take 100 percent responsibility for everything that you experience in your life. This includes the level of your achievements, the results you produce, the quality of your relationships, the state of your health and physical fitness, your income, your debts, your feelings – everything!.....You have to give up all your excuses.”
- ❖ “When you express your passion and enthusiasm, you will become a magnet to others, who will be attracted to your high level of energy. They will want to play with you, work with you and support your dreams and goals. As a result, you will ultimately get more done in a shorter period of time.”
- ❖ “One of the most powerful ways to learn anything is to teach it to others. It forces you to clarify your ideas, confront inconsistencies in your own thinking and more closely walk your talk. But most importantly, it requires you to read, study and speak the information over and over again. The resulting repetition reinforces your own learning.”
- ❖ “Joy is your internal guidance system. It is your very own personal internal feedback device. If you are feeling excited, happy and joyful, then chances are that you are on the right track, living in alignment with your personal truth. If you are feeling depressed, sad or miserable, your probably are not. It’s as simple as that.”

Jack Cranfield holds a Guinness record for having seven books on the New York Times Best Seller list at once in May 1998 (extracted from USA’s Success Magazine)

Warrant Class One (WO1) Glenn Houghton is the Army Sergeant Major (Army SM) and has issued his guide to Non Commissioned Officers called GREEN LINES...



Army SM 'Green Lines' for the Non-Commissioned Officer of the British Army



These green lines are not a code or a test, they are quite simply a guide to help all NCOs and the soldiers under their command. They are based around the Army Leadership Code, the Values and Standards and my own knowledge and experience. These are the lines that I try and live by every single day.

Leadership

Leadership is not a rank or a title, it is a behaviour. You are no better a person than any of those under your command. You have been trusted to lead your soldiers, a privilege that you have earned and one that you should be proud of. Treat your soldiers fairly and ensure you try your hardest to find the good in everybody. Every soldier under your command should feel valued, regardless of race, gender, sexual orientation or religious beliefs.

Fitness

Fitness should be at the heart of everything you do, regardless of your role. How can you expect your soldiers to be fit and reach the required standard if you can't even do it yourself? You must promote good health, nutrition, rehabilitation and encourage your soldiers to do the same. Display and demand high performance and train wisely.

Standards

The standards you walk past are the standards you accept. As NCOs you are the champions and exemplars of standards. You must do as you ought and not as you want at all times, and you must enforce and maintain the highest standards in everything that you and your soldiers do.

Empowerment

You must allow your soldiers to make honest mistakes, but encourage them to learn from them and not make them again. You must create an environment where recklessness and negligent mistakes are prevented. Empower those under your command and give them a chance to do their job without being constrained, they might just surprise you. Encourage thinking from your soldiers and apply reward and discipline where appropriate.

Role model

You must live by the Values and Standards of the British Army at all times. You must lead by example and never expect your soldiers to do something that you are not prepared to do yourself. Your soldiers are watching your every move, even when you think they are not. If all of your soldiers trust and respect you, then you are doing things right; if any of them don't, then you are probably doing something wrong. Always lead by example.

Culture

Do not do things just because that's the way they have always been done. We are part of a very tribal organisation from which we draw great strength and tradition. That does not mean traditional ways are necessarily right, particularly in an era of great change. Traditions are only good until they become wrong, then they should go in to the history books. Have the moral courage to stop unacceptable behaviour and develop an environment in which others feel that they can do the same. If you and your soldiers live by the Army Leadership Code and our Values and Standards then the culture of which you are a part of will thrive as will those that serve within it.

Army SM

