LEADERSHIP - COACHING AND MENTORING PACK

February 2018

(Established 2006)

Welcome to this month's edition.

Our organisations often have 'Codes of Conduct' policies, which we adhere to when we report for work, but do you have your own personal code of conduct? I know somebody who does - my youngest daughter Bettina, a woman with learning disabilities who copes with Autism. As part of my 'Bettina's Dad' series, which I regularly write for my blog www.leadershipintheraw.org I wrote about Bettina's code of conduct which, as a family, we all embrace.

Do you lead a team? I have included a career master class on how to 'push your team'.

Recently, one Saturday morning we were walking towards the town centre in Bury St Edmunds and my wife, Joyce, turns to me and says "one day Steve you should write a book titled: Steve's little book of foolishness" this was prompted by my latest foolish escapade. I said "why wait?" So I have written a new blog post on being foolish and why you should live your life with no regrets. Would you like to share your experiences of foolishness? We could include it in a new series in our monthly Leadership Pack. Your stories could inspire others (and at the very least amuse others).

I have included a number of links to inspirational Ted.com presentations but, if you only have time to take in one, then I highly recommend Luvvie Ajayi "Luvvie isn't afraid to speak her mind or to be the one dissenting voice in a crowd, and neither should you. "Your silence serves no one," says the writer, activist and self-proclaimed professional troublemaker. In this bright, uplifting talk, Ajayi shares three questions to ask yourself if you're teetering on the edge of speaking up or quieting down -- and encourages all of us to get a little more comfortable with being uncomfortable."

The final piece in this month's edition is my favourite poem – I think it is a guide to life and something to aspire to each day. I first heard about and then read this poem when my mum told me (when I was a boy) that she kept this poem in her handbag and had done since she was a young woman.

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

BEING BETTINA'S DAD – BETTINA'S CODE OF CONDUCT

Sitting on the sofa with our feet up, Bettina and me are watching YouTube together (well I am watching what she is choosing) when I clear my throat. "Excuse me Dad" says Bettina and I respond "yes excuse me Bettina" good manners are everything to her. Bettina has a clear set of standards she maintains; this is part of her Code of Conduct.

In our family we each have a code of conduct, but we all work and support Bettina's code of conduct. As a family we have been described as the 'Truman Show" or the '1950s family' so I guess this means we are bit old fashioned in some of our rituals and traditions. There is always an air of calm, fun and laughter in our house and there is a huge amount of respect for each other too. We call it 'LiveLikeaRaw' we even have a twitter handle for it.

Something Joyce and I agreed, at the outset of our marriage, is that when we have our daughters (we never considered for a moment that we wouldn't have daughters) that they would come first in all our thinking and our decisions. They are now in their thirties and they still do and we are good with that.

With Bettina though, her parents and her big sister (Jennifer) recognise that she has additional needs and support due to her: autism, complex communication, epilepsy and a learning disability. Bettina also recognises her own challenges: to understand her world, to be able to communicate what is important to her and that makes her a unique individual (and like no one you have ever met before!). We are all incredibly proud of how Bettina has achieved this from a very difficult start as her autism impacted on her in so many ways, very early on in her life, to the confident woman she has become.

Part of her individuality and what makes her such a delightful person to know and to hang out with is her Code of Conduct. So what is the code she shares with us (and expects you to keep too)?

BETTINA'S CODE OF CONDUCT – Bettina's 6 Principles:

- 1. **Small Acts of Kindness**. For me these acts mean so much, especially when I am least expecting them from Bettina. They show how she feels about someone in her life. You don't have to say a thing; it is the act that matters.
- 2. **Moderate your voice and your speech.** You will never hear raised voices in the Raw household, Bettina does not raise her voice when she speaks to you and would not accept you raising yours (it would frighten her). This goes for any conversations which take place in our family even if they don't involve Bettina. We are very careful of the words we use and also our tone of voice.
- 3. **Privacy & Respect**. Bettina respects your privacy and shows respect she requires you to respect hers too.
- 4. **Good Manners, Standards and Courtesy.** Bettina is a good role model for all three of these attributes. I have never known Bettina to fall down on any of them. Bettina has high standards of herself so she expects you to show the same standards to her. It is not unusual for both my wife and

daughters to stand in front of a door and wait for me to open it first – I would never dream of walking in front of them as we enter our house.

- 5. **Depend on each other.** We have always been a tight-knit family unit as we moved from Plymouth to Berlin and then back to England with our extended families living hundreds of miles away. This makes us all dependant on each other. Bettina demonstrates that it is ok to show that she is dependent on each of us and we respond equally to the trust and faith she shows in us every day. Bettina's code to ask for help is to demonstrate strength
- 6. **Keep your promises.** Bettina understands what promises means to her "you promised" it would be alien to Bettina not to keep a promise so you must always do what you say you are going to do, if you can't then don't offer it in the first place

Adhering to Bettina's code, in 2018 I am going to:

- ✓ Send thank you notes to those have helped and supported me. I will make a point of asking how I can help them too. Look out for small gifts from me too.
- ✓ I will think about the words and tone I will use when I am talking to people (especially Bettina) and always start my conversations with a smile
- ✓ I will offer respect before I receive it.
- ✓ I will always open doors for people and try to never walk in front of people as I walk into a room (this is not gender specific). I will always offer my seat on the Tube Train (or Train or Bus) for a person who may need it. For Joyce when I make a request or ask for a favour I will always endeavour to say 'please' that's a work in progress.
- ✓ Ask for help when I need it. Offer my help and support to those who ask for it.
- ✓ I will always keep my promises

Over the course of Christmas I was lucky enough to receive a big box of chocolates (I love chocolate by the way) looking up from reading my book there was Bettina stood in front of me with my box of chocolates offering me one!! Trying not to laugh I took one and thanked her, Bettina then went into another room to offer a chocolate to Joyce and Jennifer. Do you know I don't think she took one for herself; it was just another small act of kindness from Bettina, part of her code of conduct

Do you have a code of conduct? Have you written it down? Why not share it with those who are in your life today and every day.

Source: Steve Raw www.leadershipintheraw.org

"Don't underestimate me. I know more than say, think more than I speak & notice more than you realise" These words are 100% our daughter Bettina and we would love to spend just five minutes inside her head. Joyce Raw

CARRER MASTERCLASS

PUSH YOUR TEAM

Be explicit. Does every team member know the difference between competent and outstanding? Explain clearly what exceptional performance looks like and what the rewards are.

Spot what stops them. Help people identify what's holding them back. Whether it's crumbling self-belief (create achievable actions to boost their confidence) or just a chatty neighbour (change the seating plan), fix it together. And fix it fast.

Empower them. Don't confuse pushing with micro-managing; let those who can handle it reach peak performance in their own way. Use outcome-focused briefs, avoid rigid sets of instructions and encourage creativity, then watch them drive themselves harder than you ever could.

Inspire. Steve Jobs once said: 'If you are working on something exciting that you really care about, you don't have to be pushed. The vision pulls you.' Explain the dream behind your high standards and rave until they're also desperate to get there.

Keep talking. Specific, stretching goals will only work if you evaluate them. Meet individuals every fortnight to discuss progress against clear measures. Grafters will be encouraged to try new challenges; coasters will get a wake-up call.

Practise what you preach. Be their role model. Are you pushing yourself as hard as you're pushing them?

What's in it for them? People will always strive harder towards their own goals than someone else's. Help them define their future then show them how it fits into the overall vision.

Create competition. Publicly praise star performers. There's nothing like a little rivalry to keep the troops on their toes.

Say thank you. Take a moment to celebrate victories before you set your team their next challenge. Host a team lunch, give them an early finish, and send a praising email. You can only push a team thanklessly for so long before they push off.

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

When you believe in people, you can make them rise above what they believe of themselves or what they believe about their capabilities. @TheGoldenMirror

Steve's Little Book of Foolishness

Stepping over the precipice, strapped to a Hang Glider, I am looking upwards not downwards. I am thinking of what I need to do to pass my Pilot 1 qualification with the British Hangliding Association BHGA) in Brecon Beacons, Wales. OK, take off and ascend to 400 feet, stall and recover, turn left, turn right, descend and then land on my feet. Why am I doing this? It is not as if this was going to be my sport - the kit was too expensive and to be honest I had not properly prepared for this course. I had no idea about the different cloud formations, apparently that bit was going to be a key part of the paper test for the qualification, who knew? The things you do when you see a poster on a notice board and you think I will give that a go; it will be a good laugh.

Recently, one Saturday morning we were walking towards the town centre in Bury St Edmunds and my wife, Joyce, turns to me and says "one day Steve you should write a book titled: Steve's little book of foolishness" this was prompted by my latest foolish escapade. I said "why wait?" I have

huge lists of foolish things I have done and the Hang Gliding experience is just one example (by the way I did qualify and never flew a hanglider again!) A few more acts of foolishness spring to mind:

- Offering to do the 3000m steeplechase to help my athletic team to gain some points at a top league event a few minutes before the race and my only experience of doing the event was watching it on television the night before.
- Sitting at the top table of our wedding reception with people looking to me with the expectation that I would be standing up and giving a speech. Due to some very serious and intense military training the weeks and days before our wedding, I must admit I had not given it a moment's thought, I just wanted to be married to Joyce. So I was totally stunned, "I am supposed to give a speech?" As Joyce reminded me when I mentioned I was going to write this post "Steve, you had one job" (Joyce organised everything else) (Sorry Joyce).
- Leaving an Army Depot on my own to go to my first 'adult' posting in Germany as a 17 year old. I knew I had to find my way to Gutersloh, a military airport in West Germany, but to find where I was going to live in Paderborn and work in Sennelager; I had no idea how I was going to do that, I wasn't sure they were even expecting me (they weren't!). My only plan was to worry about it all when I landed.
- Canoeing into open sea off Norway's coast in a two man canoe as part of an army expedition, with all our clothes, food and camping gear inside the canoe. Foolish because this was on the back of no canoe training and only meeting the person I was going to share the canoe with earlier that morning.
- Committing a couple of days before the event to doing the London Marathon in someone else's name (he couldn't make it due to an emergency posting) I had not done any training for it! Foolish because I had a discounted theatre ticket with the marathon package, so I decided to go and see a show which finished a matter of hours before I needed to get up again and leave for the marathon. (I did the marathon in 3.30 hrs, phoning my mum to tell her I could hardly move as I tried to make my way back to my hotel with just a foil blanket to keep me warm).

There are lots more examples of "foolishness" but the examples I gave Joyce were apparently not appropriate, and frankly ridiculous. You will have to ask me in person the next time you see me to discover those!

So what is the purpose of doing stuff that, to some people, would be considered to be foolish or with the benefit of hindsight (sometimes decades later) you think "why did I do that?"

Five reasons why I continue to be foolish:

- 1. It forces me to leave my Comfort Zone. It makes life so much more exciting
- 2. Seeking experiences. The things I have purchased over the years don't last but the experiences stay with me as have my acts of foolishness, some from over 40 years ago.
- 3. Having the courage to fail. Accepting you are going to have failures in life. Struggling with the fear of failure? This previous post may help you https://leadershipintheraw.org/2014/08/11/fail-and-fail-big/

- 4. Overcoming Fear recognising that something will scare me but I do it anyway. The more I do this the more I become confident in myself and what I can achieve in the future.
- 5. Being Audacious being bold (and sometimes I must admit recklessly bold) and daring too. When you are audacious opportunities open up for you.

Live a life with no regrets

From '100 things successful people do by Nigel Cumberland' An Australian nurse spent years caring for dying patients and during her conversations with them she explored their biggest regrets. These are the five she heard most often:

- 1. 'I wish I had the courage to live a life true to myself, rather than living the life others expected of me'
- 2. 'I wish I hadn't worked so hard'
- 3. 'I wish I hadn't suppressed my own feelings to keep the peace, and instead had the courage to be more honest about what I was feeling'
- 4. 'I wish I had invested more time in friendships and not lost touch with so many friends over the years'
- 5. I wish I had let myself be happier, smiled more and taken life less seriously'

Growing Old disgracefully (and foolishly) At the age of 61 I decided my running goals for this year are to: run 1000 miles in 2018, get under the army's basic fitness test (BFT) time for 28 year old and come within the first 50 runners for the Colchester Parkrun (5KM).

"At the age of 20, we worry about what others think of us.

At the age of 40, we don't care what they think of us

At the age of 60, we discover they haven't been thinking of us at all"

Ann Landers

As I type this story I am, again, recovering from a fall - my second this year while out running. The first time I tripped over laces in my shoes which were far too long, the second time last week running in the early hours of the morning and in the dark, I tripped and fell heavily over a kerb. I got up and ran a further 3 miles (foolishly), only later in the day my knee became swollen, my shoulder became very sore with limited mobility and I think my body went into shock as I nearly passed out (fortunately I had some terrific colleagues to help me as I tried to recover). So my little book of foolishness continues and I hope to go for a run tomorrow (I think the swelling has gone down now).

Would you like to share your experiences of foolishness? We could include it in a new series in my monthly Leadership Pack. Our stories could inspire others (and at the very least amuse others).

Source: Steve Raw www.leadershipintheraw.org

My top Picks from Ted.com

I look for inspirational presentations for you so you don't have too.

https://www.ted.com/talks/marily oppezzo want to be more creative go for a walk

When trying to come up with a new idea, we all have times when we get stuck. But according to research by behavioural and learning scientist Marily Oppezzo, getting up and going for a walk might be all it takes to get your creative juices flowing. In this fun, fast talk, she explains how walking could help you get the most out of your next brainstorm.

https://www.ted.com/talks/david brooks should you live for your resume or your eulogy

Within each of us are two selves, suggests David Brooks in this meditative short talk: the self who craves success, who builds a résumé, and the self who seeks connection, community, love -- the values that make for a great eulogy. (Joseph Soloveitchik has called these selves "Adam I" and "Adam II.") Brooks asks: Can we balance these two selves?

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

What makes work satisfying? Apart from a pay check, there are intangible values that, Barry Schwartz suggests, our current way of thinking about work simply ignores. It's time to stop thinking of workers as cogs on a wheel.

https://www.ted.com/talks/anne marie slaughter can we all have it all

Public policy expert Anne-Marie Slaughter made waves with her 2012 article, "Why women still can't have it all." But really, is this only a question for women? Here Slaughter expands her ideas and explains why shifts in work culture, public policy and social mores can lead to more equality -- for men, women, all of us.

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

Body language affects how others see us, but it may also change how we see ourselves. Social psychologist Amy Cuddy argues that "power posing" — standing in a posture of confidence, even when we don't feel confident — can boost feelings of confidence, and might have an impact on our chances for success. NOTE: Some of the findings presented in this talk have been referenced in an ongoing debate among social scientists about robustness and reproducibility. Read "Criticisms & updates" below for more details as well as Amy Cuddy's response.

https://www.ted.com/talks/luvvie ajayi get comfortable with being uncomfortable

Luvvie Ajayi isn't afraid to speak her mind or to be the one dissenting voice in a crowd, and neither should you. "Your silence serves no one," says the writer, activist and self-proclaimed professional troublemaker. In this bright, uplifting talk, Ajayi shares three questions to ask yourself if you're teetering on the edge of speaking up or quieting down -- and encourages all of us to get a little more comfortable with being uncomfortable.

Rene Carayol - "Great leaders do one or two things to Olympian standards, and then build a team around them to fill the gaps in their own portfolio of strengths."

Hello Steve

Humility is great...

What Do You Think?

THINK about it. And when you do, consider whether the way you are thinking is lateral or vertical. Not with me? Well, read on. Creative thinking is all about using your imagination to think of new ideas. Known as lateral, it implies the use of sideways leaps in the way you think, rather than logical thought which is analytical, step-by-step and continuous. Logical thinking leads you to what is often the only possible solution. Or is it?

Those who think laterally seek change rather than simply choose. They look for what is different rather than what is right. They make deliberate jumps and don't move directly from one thing to another. They welcome unexpected chance and explore the least likely, as an alternative to concentrating on relevance and moving in the most likely direction.

Remember though, both trains of thought are equally important. Like salt and pepper, meat and gravy, strawberries and cream, neither is effective without the other. Neither one is superior, they are just different. The best managers are both creative and logical. However, it doesn't matter how creative someone has been, a decision then has to be made. And logical thinking is necessary to make sure it is the right one.

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

"To live greatly, we must develop the capacity to face trouble with courage, disappointment with cheerfulness, and triumph with humility" Thomas S. Monson

TEN WAYS TO.....

BE INDISPENSABLE

- 1. Show commitment go beyond your basic duties
- 2. Publicise your achievements
- 3. Figure out where the business is going....
- 4.and make yourself an essential part of it
- 5. Take the initiative
- 6. Ask for feedback
- 7. Pay attention. Anticipate what else your company needs

- 8. Be versatile
- 9. Network, both inside and outside the company
- 10. Be likeable

Source: Modern Management magazine.

People are attracted to positivity and joy. A negative attitude is more repelling than any bad look.

Change it in order to attract people. @TheGoldenMirror

YOUR ROUTE TO THE TOP

ADMITTING A MISTAKE

Act responsibly. 'The buck stops with me,' said Willie Walsh, chief executive of British Airways, after Heathrow's Terminal 5 fiasco. With so many people willing to pass the buck, admitting a mistake makes a big impact.

Be specific. What are you apologizing for – your behaviour, the consequences, or both? Build on 'I'm sorry I told the client she could have the proposal by tomorrow' with 'and I'm sorry this means you have to work late.' Showing that you understand both the mistake and the impact will make an apology ring true.

Rebuild trust. Explain what you'll do to avoid a repeat offence. Putting a plan in place will help people regain confidence in you.

Say it like you mean it. Russell Brand's response to the 'Sachagate' fiasco was to say: 'I'd like to take this opportunity to issue a personal Russell Brand apology to Andrew Sachs... for a message that Jonathan and I left on his answer phone. But it was quite funny.' Far from ameliorating a difficult situation, this 'apology' simply fed the fire.

Let it all out. We respond best when we see people's human side. Explain the emotions behind your mistake – 'I felt under pressure to hit targets' or 'I didn't want to let anyone down' – and you're more likely to gain people's understanding.

Make amends. Do whatever you can to compensate: restore the damage with an explanatory email to a wronged client; help someone out by covering their 8am meeting. Actions speak louder than words.

Know when to hold back. If you're sure something's not your fault – perhaps you missed a deadline because of last minute client requests – show empathy but be wary of shouldering the blame. Maintain credibility by replacing 'I'm sorry for...' with 'I regret that....'

Source: The Mind Gym: Relationships

<u>Powerful Coaching Questions</u> (why not try these when you are next doing supervision (1-1) for someone you support)

What do you want?

What will you have to complete to do this?

What stops you?

What's the real issue here?

How does this fit with your values?

What's the learning from this?

What action can you take?

What is important to you?

How could you think of this as easy?

What are you unwilling to confront?

Where do you go from here?

How might this translate into action?

What form might this take?

What would qualify as a significant step?

What else?

What next?

What Options do you have?

How will it feel to have mastered this?

What other perspectives could you have?

What's obvious here?

What would be the perfect question to ask you right now?

Source: ILM's Diploma in Coaching, Mentoring and Leadership Qualification

Self-pity takes away the strength needed to escape the predicaments you're in. Don't pity yourself.

Empower yourself. - Jerry Corstens

Office Politics - How to tread carefully

Be transparent in all your actions

- Communicate with all sides
- Have allies in all departments
- Identify and watch the politicians
- Understand what threatens them
- Get important things in writing
- Have friends in high places
- Be clearly good at your job
- Talk with before you're talked about
- Assume the best in people. Once

From the ILM and Pocket Guru by Guy Browning

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.

Mindfulness Wellness @HealingMB

Action for the month

EVER wanted to get another person to see your side of the argument, in an instant?

When we are trying to persuade someone of our point of view, we normally make our point, they make their point, we disagree with theirs and we make ours again. Then they do the same.

Both arguments are said with passion, so never boring. Now, to break the vicious circle and make it into a victorious one, try this phrase, which will ensure they see your point of view...'I'm sorry (name) you're completely right.'

The first thing the other person will say (after a pause, and providing you have said this with genuine feeling) will be something like: 'No no, I can see your point as well.' Something you have been trying to persuade them of all along. Try it

From the Naked Leadership Board

Self-pity takes away the strength needed to escape the predicaments you're in. Don't pity yourself.

Empower yourself. - Jerry Corstens

5 Daily Habits of Highly Successful People

We all know that habits can either help or hurt your success in life. Bad habits can fester and grow into a lifestyle that takes you away from the things you want to do—and good habits can help you create a life that's full of action and accomplishment.

If you were to look at someone you respect, someone who's successful, you would see that they spend each day doing the things that help them accomplish their biggest goals. This isn't to say they're perfect—because no one is—but despite the things that are not perfect in their lives, they continue to make moves that have a positive impact. And it starts with their daily habits.

Now, while we can all study successful habits, it's meaningless if we don't implement that knowledge. So here are five daily habits of highly successful people—habits you can adopt to create the life you truly want to live:

1. Successful people plan out their day the night before.

It's easy to get off track when you don't have a plan. Without planning what your day will look like, you wake up not knowing what you want to do or accomplish. Successful people spend a little time the night before giving themselves clear goals for the next day. Then they wake up and go down their list.

Life doesn't always work out as planned, but with a plan, you can adjust without losing momentum.

2. Successful people read books to get inspired.

Reading is an essential element in success—books contain so much knowledge. Apparently Elon Musk would read at least four hours a day growing up. Four hours. And look how successful he became.

There isn't necessarily a defined length as to how much time you should be reading, but forming a daily reading habit will expand your knowledge and help you on your journey to success.

3. Successful people make their health a priority.

What you eat and how much you exercise affects every area of your life. Successful people use their exercise as a time to reset and plan. And they make smart food choices that will give them the energy they need to accomplish everything on their daily to-do list.

So, what's for dinner? Is the gym on your to-do list? Choose wisely.

4. Successful people don't get distracted by what other people are doing.

Other people's journeys to success can be inspiring; you can learn so much—about their mistakes, their victories, what to do, what not to do. But if you start comparing your progress to theirs, instead of using their stories as inspiration, you can feel jealous, stressed, unworthy.

Successful people realize their journey is unique and can't be compared. So don't get stuck in the comparison trap—stay focused on your why.

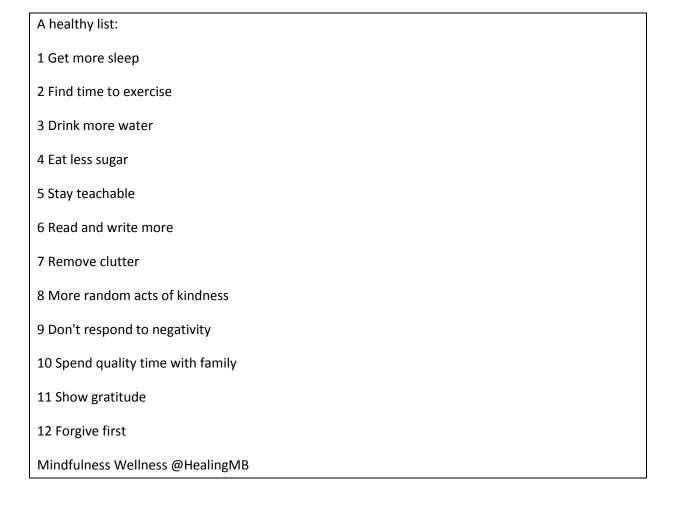
5. Successful people live each day as if it were the last.

Life is busy, it's chaotic, and so you tend to want to focus on the future—we all do it, worry about what's next. But while planning is important, so is living—being fully present.

Life is short, and there's no guarantee as to when it will end. Successful people live each day as if it were their last and make the most out of each moment—and so should you.

When you look at a big goal, it's common to get frustrated at the enormity of what you're trying to accomplish. If you wake up each day determined to spend it forming good habits, you give yourself a better chance at success. So use these five habits as a starting place to build whatever a successful life means to you.

Source: USA's Success Magazine https://www.success.com/blog/5-daily-habits-of-highly-successful-people?utm term=inside&utm_source=Maropost&utm_campaign=Inside&utm_medium=email&mp web=574-5727213-742481119



IF you can keep your head when all about you

Are losing theirs and blaming it on you,

If you can trust yourself when all men doubt you,

But make allowance for their doubting too;

If you can wait and not be tired by waiting,

Or being lied about, don't deal in lies,

Or being hated, don't give way to hating,

And yet don't look too good, nor talk too wise:

If you can dream - and not make dreams your master;

If you can think - and not make thoughts your aim;

If you can meet with Triumph and Disaster

And treat those two impostors just the same;

If you can bear to hear the truth you've spoken

Twisted by knaves to make a trap for fools,

Or watch the things you gave your life to, broken,

And stoop and build 'em up with worn-out tools:

If you can make one heap of all your winnings

And risk it on one turn of pitch-and-toss,

And lose, and start again at your beginnings

And never breathe a word about your loss;

If you can force your heart and nerve and sinew

To serve your turn long after they are gone,

And so hold on when there is nothing in you

Except the Will which says to them: 'Hold on!'

If you can talk with crowds and keep your virtue,

'Or walk with Kings - nor lose the common touch,

if neither foes nor loving friends can hurt you,

If all men count with you, but none too much;

If you can fill the unforgiving minute

With sixty seconds' worth of distance run,

Yours is the Earth and everything that's in it,

And - which is more - you'll be a Man, my son!

Rudyard Kipling

"No matter how educated, talented, rich or cool you believe you believe you are, how you treat people ultimately tells all. Integrity is everything. e-buddhism.com