

LEADERSHIP – COACHING AND MENTORING PACK

March 2018

(Established 2006)

Welcome to this month's edition.

I believe there is much to be learned from those people closest to you and it is for this reason I write my 'Being Bettina's Dad' series. Bettina has always been true to herself – she doesn't compromise on being authentic. I have learned so much from how she acts and moves within her world. To me she is unique, I have never met anybody like her and I know I never will." I hope you will be inspired by "BEING YOUR AUTHENTIC SELF".

As a monthly subscriber to USA's Success Magazine, the late Jim Rohn's learning is regularly featured and discussed. This month I am pleased to bring to you his: "13 ways to improve your life" "How dramatically we can change our results is largely a function of imagination."

"Anticipate Anticipate" has always been one of my 'mantras'. It has kept me safe and helped me to have two successful careers (so far!) I hope my story 'Anticipate your way to success' will help you to anticipate what is coming next.

I feel fortunate that I have good mental strength, however, it is not something I get complacent about or take for granted. It is something I work at every day. Here are "[8 Daily Habits to Build Your Mental Strength](#)". Mentally strong people seek strength and fortitude by building themselves up every day."

To celebrate the life of Professor Stephen Hawking, I have included a presentation from Ted.com where he asks some Big Questions about our universe -- How did the universe begin? How did life begin? Are we alone? -- and discusses how we might go about answering them.

From my leadership network and one of our regular contributors to the Leadership pack are two posts from Ian McIntock "One of our "Due Diligence - why we need it and how to do it" and "How to realistically and safely diversify your income" Thank you Ian.

<p>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!</p>

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It's not about how good you are,

It's how Good You want to be

BEING BETTINA'S DAD AND BEING YOUR AUTHENTIC SELF

It is a Sunday evening and I am just coming towards the end of another terrific weekend. I love my job and I truly believe it is a great honour to work for my organisation www.dosh.org and www.thera.co.uk and while I do some work at the weekends (usually before my family wake) I do see the weekend as 'me' time. My time is when I get to spend lots of time with my family, walking with them, listening to them and having lots of laughter together. Other than running, I have no real interest in being on my own.

However, if there is one thing I like to insist on over a weekend, it is that I get to be the one who looks after our daughter Bettina when we are out. We actually compete within our family on who looks after her as she is such fun to be with. This weekend we were together on Saturday and Sunday shopping. I love her company and Bettina loves being with the guy who buys her anything her heart desires!

There was a time in Bettina's early years, because of her Autism and her coming to terms with that condition, when she could not cope with a cuddle unless you were standing up. More often than not she pushed my face away, she avoided eye contact (unless it was on her terms) and there were many sounds she could not cope with (and still can't). With her courage and her family's love she has progressed and evolved into the wonderful woman she is today. There is one description of Bettina though that has not changed and that she is 'authentic'.

Bettina has always been true to herself – she doesn't compromise on being authentic. Regular readers of my blog series 'Being Bettina's Dad' will know that I have learned so much from how she acts and moves within her world. To me she is unique, I have never met anybody like her and I know I never will.

So what have I learned from her authenticity and what it takes to be as authentic as Bettina?

- Bettina's nature is **consistent** and she remains true to her beliefs no matter what situation she finds herself in.
- Bettina builds **honest** relationships with both her family and also those who support her. Bettina is **straightforward** and always deals in an honest way with the people who are involved in her life.
- Bettina is always **open** with people who are significant in her life. Bettina does not have hidden agendas and, like her big sister Jennifer, what you see is what you get.
- Bettina knows and **recognises her fears and anxieties** and what coping mechanisms she needs to adopt (and does adopt)
- Bettina always **does the right thing** for the people who she associates with and who come into contact with her on a day to day basis.

"Authenticity requires a certain measure of vulnerability, transparency, and integrity." Janet Louise Stephenson

The roots of authentic leadership come from ancient Greek philosophy that focuses on the development of core, or cardinal, virtues. These virtues are Prudence (fair-mindedness, wisdom,

seeing all possible courses of action), Temperance (being emotionally balanced and in control), Justice (being fair in dealings with others), and Fortitude (courage to do the right thing).

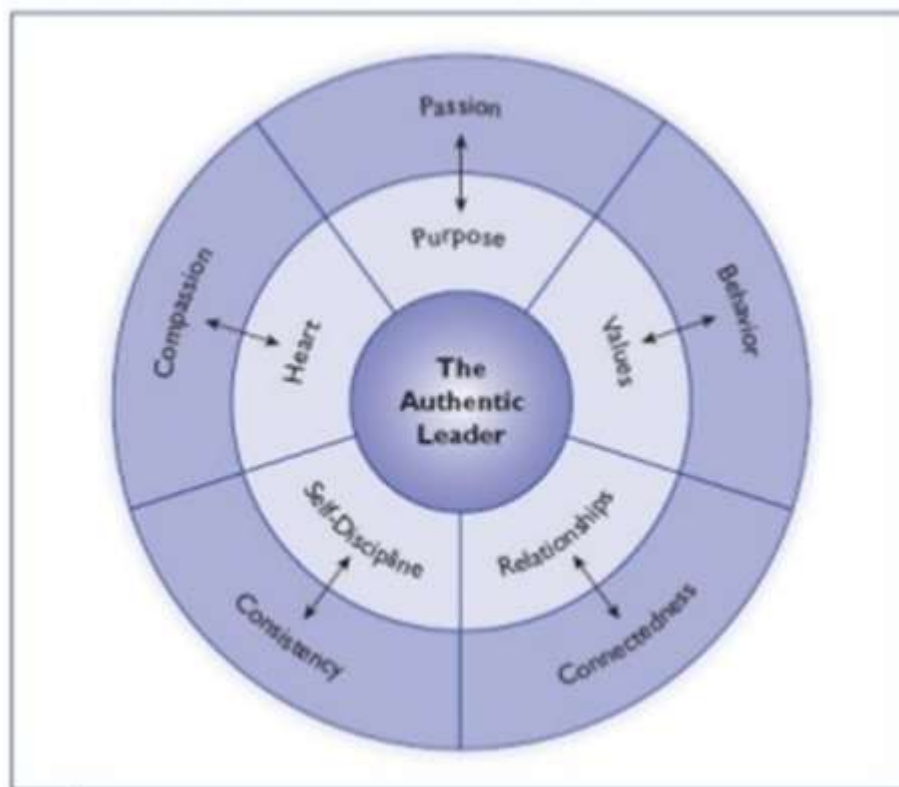
Becoming an authentic leader is not easy. It takes a great deal of self-reflection, and always having the courage to do the right thing. Like Bettina it involves a degree of selflessness.

” Authenticity is more than speaking; Authenticity is also about doing. Every decision we make says something about who we are.” Simon Sinek

So my 6 take aways from Bettina on becoming an Authentic Leader:

1. Know who you are and what is important to you
2. Always be true to yourself (no matter what the current trend or fashion is)
3. Don't hide your fears and anxieties and ask for help when you need it.
4. Be consistent in what you believe in and what you stand for
5. Through your example and role modelling, share with others what it means to be authentic
6. Be optimistic (Sir Ernest Shackleton the polar explorer said being optimistic is true moral courage).

A word of caution though, you can be a little too authentic! One area of Bettina's life is that she loves slap stick humour, so if someone slips on a banana skin, she thinks they are doing this to amuse her. In Café Nero's the other day a smart business man slid on the slippery floor and cried out "whoa, "whoa" Bettina burst out laughing. Her family put their fingers to their lips to signal not to laugh out loud but Bettina just looked at us with a facial expression of " why"? I am just being authentic.



'Bill George's Authentic Leadership Model ' - Five Characteristics of Authentic Leadership

<http://sites.psu.edu/leadership/2017/04/09/15415/>

"I had no idea that being your authentic self could make me as rich as I've become. If I had, I'd have done it a lot earlier." Oprah Winfrey

Source: Steve Raw www.leadershipintheraw.org

You make life more difficult for yourself when you take upon you the responsibility to think for others. - Jerry Corstens

13 ways to improve your life by Jim Rohn

How dramatically we can change our results is largely a function of imagination.

In 1960, it was a technological impossibility for man to travel into outer space. However, within 10 years, the first man stepped out onto the surface of the moon. The miraculous process of converting that dream into reality began when one voice challenged the scientific community to do whatever was necessary to see to it that America "places a man on the moon by the end of this decade." That challenge awakened the spirit of a nation by planting the seed of possible future achievement into the fertile soil of imagination.

With that one bold challenge, the impossible became a reality.

The same principle applies to every other area of our life.

Can a poor person become wealthy? Of course! The unique combination of desire, planning, effort and perseverance will always work its magic. The question is not whether the formula for success will work, but rather whether the person will work the formula. That is the unknown variable. That is the challenge that confronts us all.

We can all go from wherever we are to wherever we want to be. No dream is impossible provided we first have the courage to believe in it.

Here is how you can do that—13 ways to improve your life:

1. Face your fears.

That's how you conquer them. Don't dismiss them; face them. Say, here's what I'm afraid of. I wonder what I could do to change that. Face your fears today.

2. Exercise your willpower to change direction.

You don't have to keep doing what you've been doing the last six years if it's not yielding the benefits you want. Pick a new destination and go that way. Use your willpower to start the process. You don't have to repeat last year. Clean up the errors. Invest it now in the next year. Watch it make the difference.

3. Admit your mistakes.

Sometimes you have to admit them to others. Here's one of the best phrases in the English language: "I'm sorry." Those words could start a whole new relationship. They could start two people going in a whole new direction. Admit your mistakes to yourself. You don't have to babble about them to everyone in the neighbourhood. But it doesn't hurt you to sit down and have a conversation with yourself and say, there's no use kidding myself. Here's where I really am. I've got pennies in my pocket and I've got nothing in the bank. That's what I said after a Girl Scout left my door. I had a conversation with myself and I said, I don't want this to happen anymore.

4. Refine your goals.

Start the process. Set some higher goals. Reach for some higher purpose. Go for something beyond what you thought you could do.

5. Believe in yourself.

You've got to believe in the possibilities. You've got to believe that tomorrow can be better than today. Believe in yourself. There isn't a skill you can't learn; there isn't a discipline you can't try; there isn't a class you can't take; there isn't a book you couldn't read.

6. Ask for wisdom.

Ask for wisdom that creates answers. Ask for wisdom to deal with the challenges for today and tomorrow. Don't wish it was easier; wish you were better.

7. Conserve your time.

Sometimes we get faked out. Motivational speaker Bill Bailey says the average person says, "I've got 20 more years." But Bill says you've got 20 more times. If you go fishing once a year, you've only got 20 more times to go fishing, not 20 years. That fakes you out.

8. Invest your profits.

Here's one of the philosophies that my mentor, Earl Shoaff, gave me: Profits are better than wages. Wages make you a living, profits make you a fortune. Could we start earning profits while we make a living? The answer is yes.

9. Live with intensity

You might as well turn it up a notch or two. Invest more of you in whatever you do. Be a little stronger; be a little wiser. Step up your vitality contribution. Put everything you've got into everything you do and then ask for more vitality, more strength and more vigour, more heart and more soul.

10. Find your place.

If you just work at a job, find the best place you can serve well, and sure enough they'll ask you to occupy a better place. Keep doing a job well; do the very best you can. That's your best way out.

11. Demand integrity from yourself.

Integrity is like loyalty. You can't demand it of someone else; you can only demand it of yourself. Be the best example of loyalty and you 'll get loyal followers. Be the best example of integrity and you'll have people around you who have integrity. Lead the way.

12. Welcome the disciplines.

I can't give you much better advice than that because disciplines create reality. Disciplines build cities. A well-disciplined activity creates abundance, uniqueness and productivity.

13. Fight for what's right.

It's extraordinary to be able to say: "I fought for my kids; I fought for what was right; I fought for good health; I fought to protect my company; I fought for a good career that would bless my family. I fought a good fight." It's good to fight the encroachment. Opposites are in conflict and you're in the middle. If you want something valuable, you've got to fight for it.

This post originally appeared on SUCCESS.com.

"Live your life and forget your age." - Norman Vincent Peale
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Anticipate your way to success

Lying awake looking at the ceiling in our flat (in West Berlin in the late 1980s) I can hear Bob in the flat above ours 'stamping' around. Bob is a big bloke with big feet and we like him because he is the General's driver and when you hear him running around in the early hours, you know Operation 'Sugar Horse' is going to be called by his General in the next hour or so.

Then I hear banging on our front door. A young soldier is shouting 'Sugar Horse' 'Sugar Horse'. Nothing gave me more pleasure or amusement than opening the door: wide awake, fully dressed and ready to go, than seeing the surprised look on the soldier's face. He looks disappointed as it was supposed to be a surprise and secret call out. I had anticipated and I was ready (with a little help from Bob of course). **Anticipate, Anticipate** have always been my watch words. As a leader you need to anticipate what is likely to come your way so you are prepared. Anticipate your way to success. Operation Sugar Horse to be cont.....

For me Anticipation is about:

- **Preparation.** For Sugar Horse my bergen and webbing were always packed and ready with enough kit to last me for a week. It was stored in our wardrobe in our bedroom, ready to be grabbed at a moment's notice. What is it that you can prepare now for your next anticipated situation?
- **Recognising Trends and Patterns.** We recognised the trend and pattern of Bob stamping around in the flat immediately above ours, I had done some discrete checking and found out that Bob was the General's driver, he would be called out to pick him up and take him to the Brigade Headquarters so he could 'press the button' to start the operation. It happened the same way every

time. I think you can also anticipate by recognising people's patterns of behaviours and the trends within your organisation and the organisations you work with too.

- **Rehearse.** As soon as I arrived in our flat in Berlin I worked out the quickest route to the Barracks and timed myself by running with full kit on so I knew how long it would take me and also how I would feel when I got to my destination.
- **Reflecting on the Past to Anticipate the Future.** I had previously been part of similar operations in another part of Germany such as 'Sugar Horse' albeit over 10 years before, so reflecting on how I previously reacted, behaved and acted, helped me anticipate what was needed to be successful.
- **Planning.** 'Plans are nothing; Planning is everything' - Dwight Eisenhower. You have anticipated the situation, what are you planning to do about it?
- **Act.** Now work out your plan!
- **Reflect** Well done! You anticipated the situation but what did you learn from the experience? After each 'Sugar Horse' no matter that I anticipated the call out, there was always something I thought I could have anticipated better: a need, an action or even behaviour for the next time. Always be looking for the clues!

"The one who anticipates the action wins. The one who does not, loses" Jeff Cooper

Five Questions to ask yourself in anticipation:

1. Is there something heading your way that you recognise? I have a belief that there is nothing new, only events which repeat themselves.
2. What am I hearing? Listen, really listen. What are people's conversations telling you
3. How does the atmosphere feel around me? Test the temperature in your home and work environment - is it hotting up? If it is, is there is an 'event' coming your way?
4. Have I looked ahead in my diary recently? Not just for next week but 3 months and 6 months.
5. What can I do today that will save me time tomorrow?

Sugar Horse continued..... "Thank you so much I am on the way" I did not bother to wait for a vehicle to pick me up to take me to the barracks, as it was only a 20 minute run and the competitive streak in me wanted to be the first in. I am not sure how long we will be away (they never tell you) but Joyce has also 'anticipated' 'Sugar Horse'. Joyce had said only the other night, "Steve you haven't had a crash out for a few months, so I have made you some sandwiches to take with you when they come banging on our door" and added "Try not to make too much noise on the way out otherwise you will wake our girls" (they were babies at the time but they could already express their feelings, if they were unduly disturbed). "No worries Joyce" I had already anticipated that, "I will put my boots on after I close the front door".

"There are two ways to face the future. One way is with apprehension; the other is with anticipation" Jim Rohn

Source: Steve Raw www.leadershipintheraw.org

Waiting for the right moment is often just a thought created by your hesitant state of mind. Dare to take the step to make. - Jerry Corstens

My top Picks from Ted.com

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

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

In keeping with the theme of TED2008, professor Stephen Hawking asks some Big Questions about our universe -- How did the universe begin? How did life begin? Are we alone? -- and discusses how we might go about answering them.

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

A 24-hour helpline in the UK known as Samaritans helped Sophie Andrews become a survivor of abuse rather than a victim. Now she's paying the favour back as the founder of The Silver Line, a helpline that supports lonely and isolated older people. In a powerful, personal talk, she shares why the simple act of listening (instead of giving advice) is often the best way to help someone in need.

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

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

No act of kindness, no matter how small, is ever wasted. –Aesop

The only way to really control your people...

Time to read: A shade under 2 minutes

Dear Steve

The only way to really control your people...

...is to set them free

Our coaches in Naked Leader are finding the same top priority across all of our Clients:

To get far more from the people that they already have.

The differences in opinion come with that eternal question:

How?

On the one hand we have the majority of organisations – work fewer people harder, faster and longer, to do more work than was completed before.

And the results speak for themselves – busy, confused and unfocused people with a huge rise in stress, worry and mental illness.

On the other hand we have a growing minority of organisations – set people free within a framework; to use their strengths, to enjoy their work, and be more productive.

And the results speak for themselves – inspired people who actively want to do what the organisation needs them to do, attracting and inspiring the best people, and a huge rise in confidence, mental wellness and fun.

Which hand you play is your choice, of course.

It depends whether you want to shrink, or grow, whether you want to hate coming to work, or love it, and overall, whether you want your people to be human doings, or human beings.

David

(David Taylor – author of the Naked Leader books, a broadcaster and trainer)

“Life is what happens to you while you’re looking at your smartphone” anon
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8 Daily Habits to Build Your Mental Strength

Mentally strong people seek strength and fortitude by building themselves up every day.

Source: Casey Imafidon February 17, 2017 courtesy of USA’s Success Magazine

One of the determinants for success and leadership is mental strength. To be a peak performer and attain excellence in any field, you need desire, effort and discipline. This goes beyond acting tough; you have to be willing to work hard and persist even in the face of struggles.

Mentally strong people are willing to seek strength and fortitude by building themselves up every day. Here are eight daily habits that can help you build your mental strength.

1. Be willing to learn.

We live in the Information Age, yet not everyone is taking advantage of all the opportunities it presents for learning. Mentally strong people do not see learning as a tedious process, but as an essential routine to develop their mental strength. You have to view learning as a way to improve yourself and as a way to surge ahead in a highly competitive world.

2. Be willing to adapt.

Change is a constant factor in life; you have to learn to deal with it because nothing stays the same. It takes mental strength to be flexible and adjust to outside circumstances. You cannot afford to play the blame game or complain about imperfect situations, so learn to work toward solutions regardless of changing circumstances.

3. Be a giver.

Adam Grant, Wharton professor and author of the best-selling book *Give and Take*, believes that giving is an essential part of becoming successful. It takes mental strength to give or to want to go the extra mile for someone without expecting anything in return. Focus on adding value and contributing to the world.

4. Think outside the box.

Mentally strong people forge their own paths. Sometimes you need to be creative and think outside the box to reach your goals—to get out of your comfort zone or take an unfamiliar route. What is essential is that you are solution-oriented and see problems as opportunities.

5. Believe in yourself.

If you do not believe in yourself, who will? It's not about what others have to say about you; it's what you have to say about yourself. We all face challenges on a daily basis, but when you are firm and resolute about your desires, you will achieve the things you want most.

6. Be responsible.

Your successes and failures are on you, not anyone else. Although some people prefer to blame others, you become mentally strong by admitting errors and taking responsibility for the challenges you face. Show others what needs to be done instead of retreating in fear, and take pride in overcoming your daily encounters.

7. Be self-aware.

The right questions offer the right answers. It takes mental strength to understand your emotions, strengths and weaknesses. Even when you are having a rough day, you are aware of what you need to do to find peace. Assessing your emotions and knowing yourself can help you retain a calm attitude even during times of crisis.

8. Assume control.

In a fast-paced digital world, there are countless distractions. According to Neil Patel, entrepreneur and digital strategist, "We live in a time when we are constantly being marketed to through several media. The future belongs to those who can assume control." Mentally strong people rise above negative situations and time-sucking distractions.

"When the student is ready the Teacher will appear" The Buddha
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MIND + HEALTH

SUPER BOWL

A bowl of breakfast cereal may reduce your chances of suffering a stroke, according to new research. The study of more than 100,000 adults looked at the intake of wholegrain foods and the incidence of ischemic stroke – a brain blood clot that occurs due to a lack of oxygen and nutrients – over 25 years. It was found that wholegrain cold breakfast cereal (possible because of the folic acid content) and bran (high in dietary fibre) lowered the risk of ischemic stroke.

Source: Runner's World (April 2018)

The Key to Getting All You Want? Discipline by Jim Rohn

https://www.jimrohn.com/getting-discipline/?utm_source=Maropost&utm_campaign=5%20Money%20Principles%20You%20Need%20to%20Know&utm_term=Jim%20Rohn&utm_medium=Email

For every disciplined effort, there are multiple rewards. That's one of life's great arrangements. If you sow well, you will reap well. Life is full of laws that both govern and explain behaviours, but the law of sowing and reaping may well be the major law we need to understand: For every disciplined effort, there are multiple rewards.

What a concept! If you render unique service, your reward will be multiplied. If you're fair and honest and patient with others, your reward will be multiplied. If you give more than you expect to receive, your reward is more than you expect. But remember: The key word here—as you might well imagine—is discipline.

Everything of value requires care, attention and discipline. Our thoughts require discipline. We must consistently determine our inner boundaries and our codes of conduct, or our thoughts will be confused. And if our thoughts are confused, we will become hopelessly lost in the maze of life. Confused thoughts produce confused results.

Remember the law: For every disciplined effort, there are multiple rewards. Learn the discipline of writing a card or a letter to a friend. Learn the discipline of paying your bills on time, or arriving to appointments on time, or using your time more effectively. Learn the discipline of paying attention, or paying your taxes, or paying yourself. Learn the discipline of having regular meetings with your associates, or your spouse, or your child, or your parent. Learn the discipline of learning all you can learn, of teaching all you can teach, of reading all you can read.

For each discipline, multiple rewards; for each book, new knowledge; for each success, new ambition; for each challenge, new understanding; for each failure, new determination. Life is like that. Even the bad experiences of life provide their own special contribution. But a word of caution here for those who neglect the need for care and attention to life's disciplines: everything has its price. Everything affects everything else. Neglect discipline, and there will be a price to pay. All things of value can be taken for granted with the passing of time.

That's what we call the Law of Familiarity. Without the discipline of paying constant, daily attention, we take things for granted. Be serious. Life is not a practice session.

Think about your life at this moment. What areas need attention right now? Perhaps you've had a disagreement with someone you love or someone who loves you, and your anger won't allow you to speak to that person. Wouldn't this be an ideal time to examine your need for a new discipline? Perhaps you're on the brink of giving up, or starting over, or starting out. And the only missing ingredient to your incredible success story in the future is a new and self-imposed discipline that will make you try harder and work more intensely than you ever thought you could.

The most valuable form of discipline is the one that you impose upon yourself. Don't wait for things to deteriorate so drastically that someone else must impose discipline in your life. Wouldn't that be tragic? How could you possibly explain the fact that someone else thought more of you than you thought of yourself? That they forced you to get up early and get out into the marketplace when you would have been content to let success go to someone else who cared more about themselves.

Your life, my life, the life of each one of us is going to serve as either a warning or an example. A warning of the consequences of neglect, self-pity, lack of direction and ambition... or an example of talent put to use, of discipline self-imposed, and of objectives clearly perceived and intensely pursued.

"Life is like a mirror. Smile at it, and it smiles back at you." Peace Pilgrim
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Due Diligence - why we need it and how to do it

February 18, 2018 Ian McIntock

Following some recent high profile issues, I thought it might be helpful to share a toolkit from the Charity Excellence Framework. Due diligence is carrying out reasonable checks on new funders, partners contractors or others to help ensure problems will not arise in working with them. This is risk management and, as such, a core responsibility for the CEO and Board. You may not actually do it, but it's your responsibility to ensure that it's done.

First, assess the potential scale of risk and allocate adequate time/resources, in light of this. Then identify the specific risks and implement appropriate action to manage these. For large scale, complex issues, such as mergers, this will require lawyers and accountants. However, it can be as simple as phoning round to check that your proposed new window cleaner is reliable.

Read the rest of the post with some excellent embedded links at

<https://www.linkedin.com/pulse/why-we-need-how-do-ian-mclintock/>

How to realistically and safely diversify your income

Published on February 7, 2018 by Ian McIntock

This article is a practical guide on how to manage the risk of income diversification. It summarises content from the fundraising strategy section of the Charity Excellence Framework resource base.

Should we diversify?

Reliance on a small number of income streams may limit the extent to which income can be grown. There is also a strategic risk that an increase in competition for funding or an unforeseen major event could have disastrous consequences. However, generating new sources of income entails a degree of risk and requires resources and time, not only to implement, but also to manage on an ongoing basis.

The challenge is to manage both the strategic and operational risks, whilst ensuring that your funding streams will provide the type and amount of income you need, now and in the future. That is a lot easier said than done, but for organisations with limited resources and operating in an increasingly challenging environment, not doing so could be potentially catastrophic.

What factors do we need to consider?

There are a wide range of external factors that could impact your organisation, from the impact of GDPR to new technology and the economic environment. This NFP Synergy article by Joe Saxton, includes a very useful checklist of issues you may wish to think about.

It's also worth reviewing your current income streams to assess your income needs going forward and how urgent the situation might be:

- Are your current income sources adequate to fund your activities?
- What scope is there to grow these?
- How confident are you that these will continue and, if not, when might these end?
- Does the current mix of restricted and unrestricted income meet your needs?
- Are there any specific risks related to these that you will need to be mindful of?

If your scope to grow your existing income is limited and likelihood of it falling significant, or the impact of that happening potentially disastrous, you may have no choice, but to diversify.

Read on for more of Ian's article <https://www.linkedin.com/pulse/how-realistically-safely-diversify-your-income-ian-mclintock/>

Stilling the mind requires the patience of someone trying to empty the sea with a teacup." ~ Mahatma Gandhi
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