

## LEADERSHIP – COACHING AND MENTORING PACK

May 2018

(Established 2006)

Welcome to this month's edition.

I know I am biased but I very much enjoyed reading my wife, Joyce's piece about our youngest daughter Bettina which asks the question are you Bettina Ready? If you are not sure you are #BettinaReady this week, you will need to read the first article in this month's edition.

For a number of years I have been an avid reader of USA's Success Magazine (It is on subscription at WH Smith's). I have at least 60 CDs from their magazine in my car and on a long journey I take in at least 6 leadership interviews. I am a relentless learner after checking '22 Ways to Become a Relentless Learner' are you?

Are you ON IT Today? Are you ON IT every day? Driving to Leicestershire to deliver the first of my two project management workshops for Thera [www.thera.co.uk](http://www.thera.co.uk) Operation's Managers and listening to the radio, a couple of football pundits were discussing a football team's players who have underperformed throughout the season despite 'on paper' being incredibly talented. The pundit said "they have not been 'on it' all season". I had seen some of the matches on TV and I knew what he meant, but for the life of me I couldn't understand why they were not 'on it'. How can you do something you love and not be 'on it'? It made me think - what does 'on it' mean, and am I 'on it'? What do you need to do to be 'on it'?

I have trawled Ted.com (including one from YouTube) for inspiring presentations so you don't have to. I think the four I have chosen are the best so far. One of them on is on Time Management <https://www.youtube.com/watch?v=y2X7c9TUQJ8> I included in the second of my project management workshops this month. I originally watched Rory Vaden's presentation in 2015 and it changed the way I solved Time Management issues forever (it's that good!).

From 'building a team' to 'pushing your team' there are top tips in this month's edition to help you succeed as a leader.

I think 10 minutes of coaching is more effective than one hour of supervision! So I found these 'Powerful Coaching Questions' from my ILM Coaching Diploma.

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 MUM – ARE YOU #BettinaReady ?**

If you are reader of the “Being Bettina’s Mum” posts on my blog site, and/or a regular visitor to “Being Bettina’s Dad” on Steve’s site [www.leadershipintheraw.org](http://www.leadershipintheraw.org) you will be aware that our series on being Bettina’s parents is steadily growing, to the extent that Bettina is becoming the star of her own hashtag!

It is no secret that Steve and I are always amazed by our youngest daughter’s ability to adapt ways of coping with living in a world she struggles to navigate and when chatting about, and admiring, her latest achievement we coined the phrase “Bettina-ready” which we both agreed should be her own personal hashtag.

There is much to gain from being #BettinaReady. It is a state of awareness that most of us lose as we learn to communicate verbally as a child. We can easily ask “have you seen....do you know....can you tell me....where do I...? However, this is not always an option for someone who struggles to communicate and it becomes necessary to find ways around this and become extremely self-sufficient. Therefore, being #BettinaReady means taking ownership of being prepared without making it someone else’s priority/task. It is also quite reassuring to be ready on time and equipped and ready to roll. Everyone is always so busy trying to cope with the pressures of everyday life, so finding a system or practice of being ahead of the game is a must.

Bettina has a two-pronged approach to her method. Observation and Preparation.

**Observation:** Many people make the assumption that if someone is not giving eye contact, they are not observing or participating. This is most certainly not the case for Bettina. Bettina would have made a good spy! When I am discussing Bettina’s day with her carer/P.A. it may seem to the untrained eye that Bettina is not interested, nor listening to what is being said but it is quite the reverse. During our conversation, Bettina will have listened intently for key words to react to, an example of this would be the carer (Donna) advising me that Bettina has some receipts in her bag which may need to be retained for her records/accounts and Bettina will automatically fish these out of her bag and put them on the sideboard without being asked, giving eye contact, or signalling that she knows what we are discussing.

Bettina also uses this method to make people think that she is more mainstream and to blend into her surroundings. Examples of this include: mimicking her older sister’s behaviour and mannerisms, such as the way she sits, uses cutlery, etc. On car journeys, if her sister is listening to her own music, Bettina will do the same.

If we are getting ready to go out as a family, Bettina will look for clues as to when we are leaving the house so that she is ready on time. When I issue a “five minutes” alert that it is nearly time to go, Bettina will get her things together ready to go so that we are never left waiting for Bettina to be ready!

Bettina also uses her powers of observation to help others to be #BettinaReady. If Steve is taking Bettina to the beach on a Saturday, Bettina will have prepared a lunchbox the night before with enough food and drink for them both and will not leave it to chance that Steve or I will have remembered what is needed for the day. The same applies to the money she needs for her day. If her purse is empty, she will leave it next to my things on the kitchen counter, left open, so that I can

see it is in need of a refill! Bettina is also a dab hand at replenishing other items. If the juice is running low, she will make sure the new bottle is ready to be used next to the nearly-empty one; toilet rolls are in the bathroom and ready to use. All of this simply by using her own powers of observation and being #BettinaReady.

**Planning:** Bettina is great at planning! On her bedroom wall Bettina has a small pretty weekly planner (as well as two full calendars) so she is able to see at a glance what the week/month/year has in store.

Bettina also has different bags for different activities which she will change over on a daily basis; one bag for her life-skills days, one for her supported employment/gardening day, one for tai chi, one for her library/shopping day, and one for the weekend. Bettina makes sure that each bag contains everything she needs for each day. When we are getting near our holidays, Bettina will start gathering smaller items she feels will be needed such as hairbands, cds, dvds, her spare spectacles, spare sun cream, sun hat and a pencil case full of felt tips! On any given day you can ask Bettina what the date is and she will give you the correct answer.

Bettina also likes to plan other members of her family! Bettina very kindly writes down on slips of paper the things I may need to purchase during the weekly shop (mostly her own favourite things!) and she will also make sure that when she goes out she has a fold-up shopping bag of her own so that her Dad is not left holding loose items! This is being #BettinaReady and we all benefit from it.

#### **So, what are Bettina's top tips for being #BettinaReady?**

- Train yourself to be observant in all areas of your life. Most people make "to do" lists but being #BettinaReady means observing your physical surroundings and making predictions of need before they need to go on a list.
- Take into account what you may need from others to achieve your targets and don't leave it until the last minute to ask for their assistance or expect them to read your mind.
- Take responsibility for your own belongings, priorities, and take pride in being known for being so organised and empathetic.
- Encourage others to be #BettinaReady and do not de-skill them with your newly-found uber organised persona.
- Getting things ready also means being responsible for putting things away. Bettina never leaves a mess for someone else (me!) to clean up if she can help it and she takes pride in being helpful in this way. If you put your things away then you will know where they are the next time you need them.

Now, I am sure that most of you will be thinking that you already knew this and that it's just common sense but be honest - do you rely on others or are you truly #BettinaReady?

As always, please feel free to contact me with your comments either through my blog site [www.livelikearaw.wordpress.com](http://www.livelikearaw.wordpress.com) or through my twitter feeds @livelikearaw or @JoyceRaw1

**Source: Joyce Raw**

"If you woke up this morning in a nice warm bed, if all your loved ones are safe and happy and you have food/water - why wouldn't you be grateful?" Joyce Raw

## **22 Ways to Become a Relentless Learner**

Learning is about purposefully putting yourself in the position to find answers to your questions.

Learning is not some magical happenstance that falls all around you. Learning is about capturing the lessons that are happening all around you.

That doesn't happen automatically, or else we would all be learning the lessons that could make us extraordinary. It takes massive and relentless focus on becoming a learner. And that means going out of your way to make life your laboratory.

You don't wait for answers to magically appear. You actively look for answers from everything around you. You don't learn only when you feel like it. And you don't learn only the lessons that you want to learn.

Being willing to learn is different from hoping you will learn something.

Being a learner means taking what life serves you—fair or not—and turning it into either the best choice or some kind of understanding. It's using the worst moments in life to plan your future best moments. And sometimes, you need to learn the same lesson a few different ways.

The key is to keep learning. Even if it means learning the same lesson over and over again.

We all like to think that when presented with the right facts, we learn the right lessons the first time around. Sadly, that's usually not how it works. It's OK (and perfectly normal) to be a little "thick" at times. The key is to keep learning. Even if it means learning the same lesson over and over again.

Learning is also about curiosity, about purposefully putting yourself in the position to find answers to your questions. It's about asking questions until you know, until you really have clarity, so that you can be the best you possible.

Here are a few questions that work:

"Tell me more...."

"I'm not sure I understand...."

"What makes you say that?"

"Can you clarify what you mean?"

Regardless of the exact words you say, you need to keep asking until you understand. Sure, at times you might feel like a fool with nonstop questions. But your feelings on the subject aren't really that important if what you want is outrageous success.

You need to be learning. You probably already agree with that. But here's the real question for you:

Are you learning? Are you obsessed with figuring it out?

The other option is to be a loser—stuck, silent and scared. And that clearly sounds like the worse of the two options.

The way to win is to keep seeking knowledge. No one can stop you when you refuse to stop looking for answers.

Be edgy. Make Life your laboratory.

1. Take notes while reading a book.
2. Be a mentor.
3. Get a mentor and ask what you can do better.
4. Listen to contrarian points of view.
5. Put out a risky question in a crowded room.
6. Reach out for help when life gets tough.
7. Write down the last five reasons you failed.
8. Stop saying “uh-huh” and “yeah” when you don’t know.
9. Be grateful for unexpected lessons.
10. Keep a running list of books you want to read—and start reading.
11. Keep asking “Why?”
12. Share key knowledge that you have acquired.
13. Take three new friends to coffee and learn from their talents.
14. Stop watching so much television.
15. Tour a museum and take a few pictures.
16. Put together a list of lessons you’ve learned.
17. Read USA Today or The Wall Street Journal. (or find a similar UK version)
18. Adapt new vocabulary into everyday conversation.
19. Stop tweeting; start reading.
20. Be kind when you know something that someone else doesn’t know.
21. Be involved in music, sports or a hobby.
22. Push your body to the limits with exercise and activity.

Source: Dan Waldschmidt (from the USA’s Success Team (Magazine))

Better to be the one that smiles than the one who didn't smile back

*Whenever we are out with Bettina she always smiles at people and you can see how that small act can make someone's day! Joyce*

### **Are you ON IT Today? Are you ON IT Every day?**

I am driving to Leicestershire to deliver the first of my two project management workshops for Thera [www.thera.co.uk](http://www.thera.co.uk) Operation's Managers and listening to the radio. A couple of football pundits are discussing a football team's players who have underperformed throughout the season despite 'on paper' being incredibly talented. The pundit said "they have not been 'on it' all season. I had seen some of the matches on TV and I knew what he meant, but for the life of me I couldn't understand why they were 'not on it'. How can you do something you love and not be 'on it'?

It made me think; what does 'on it' mean, am I 'on it'? What do you need to do to be 'on it'?

### **What does not being ON IT mean?**

Listening to the pundits debating the merits of the team in question, it was clear on what it meant to them (and me):

- The players didn't have any clear direction – they were not playing to previously agreed systems or tactics
- They were distracted by things and issues that didn't matter on and off the field of play
- They were unproductive – their level of productivity was low and not where it could or should have been
- They didn't care about 'winning'
- They were playing as individuals and not as a team.

### **How do I know when I'm ON IT?**

- I am in the moment and I am fully present - not thinking about the past or future
- I am fully engaged with the people I am working with, listening and communicating.
- I am delivering results – getting stuff done – I can see something tangible for my efforts
- I pay attention to the detail – nothing escapes my attention and I sweat the small stuff.
- I know what my mission is and I am totally focused on achieving it.
- I know what my vision is and how I am going to get there.

### **What do you need to be, to be ON IT?**

- A strong work ethic. You can have all the talent (on paper) like the football team I mentioned at the beginning of this piece, but if you are not on it you will lose. Hard work beats talent when talent doesn't work hard.

- It helps if you are doing something you are passionate about! Do the work you were always meant to do <https://leadershipintheraw.org/2016/07/27/do-the-work-you-were-always-meant-to-do/> I have found mine with [www.dosh.org](http://www.dosh.org)
- You need to think what is the main objective here today? Then start your day by hitting the ground running, keeping a laser like focus on achieving that big objective.
- Everything about you: the way you dress, your body language and the way you speak needs to be communicating that you are 100% positive on the outcomes you want to achieve, so it becomes your default mind-set.
- You need to be a role model for the rest of your team so they are always ON IT too. Take people with you today and every day

Leaving home at 4.30am this morning to get to the venue to deliver the Project Management workshop and return home afterwards, I am pretty sure I was on it throughout the day. I needed to be! It is a big subject to deliver in one day and the people I was delivering to were all experienced senior managers.

I've made it home in time to sit down with my wife and our two daughters for our evening meal. Around the dinner table the conversation and repartee as always is lively and witty. I think I must have missed something aimed at me as Joyce has just said to Jennifer "I am afraid your Dad is not ON IT at the moment" and immediately laughter follows. That's showbiz.....

**Your attitude, not your aptitude, will determine your altitude.**

**Zig Ziglar**

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

#### **Habits of happy people:**

- 1 don't show off
- 2 talk less
- 3 learn daily
- 4 help less fortunate
- 5 laugh more
- 6 ignore nonsense
- 7 no entitlement
- 8 eat healthy
- 9 care for others
- 10 improving daily

**@911Positive**

## **My Top 4 Picks from Ted.com**

**I have trawled Ted.com (including one from YouTube) for inspiring presentations so you don't have to. I hope you enjoy them as much as I did**

<https://www.youtube.com/watch?v=y2X7c9TUQJ8>

Everything you know about time-management is wrong. In this challenging and counter-intuitive video, Self-Discipline Strategist and New York Times bestselling author of Rory Vaden, shows you why you can't solve today's time-management challenges with yesterday's time-management strategies. More importantly he explains why procrastinating on purpose is the key to being able to Multiply your time

[https://www.ted.com/talks/simone\\_giertz\\_why\\_you\\_should\\_make\\_useless\\_things](https://www.ted.com/talks/simone_giertz_why_you_should_make_useless_things)

In this joyful, heartfelt talk featuring demos of her wonderfully wacky creations, Simone Giertz shares her craft: making useless robots. Her inventions -- designed to chop vegetables, cut hair, apply lipstick and more -- rarely (if ever) succeed, and that's the point. "The true beauty of making useless things [is] this acknowledgment that you don't always know what the best answer is," Giertz says. "It turns off that voice in your head that tells you that you know exactly how the world works. Maybe a toothbrush helmet isn't the answer, but at least you're asking the question."

[https://www.ted.com/talks/adam\\_grant\\_the\\_surprising\\_habits\\_of\\_original\\_thinkers](https://www.ted.com/talks/adam_grant_the_surprising_habits_of_original_thinkers)

How do creative people come up with great ideas? Organizational psychologist Adam Grant studies "originals": thinkers who dream up new ideas and take action to put them into the world. In this talk, learn three unexpected habits of originals -- including embracing failure. "The greatest originals are the ones who fail the most, because they're the ones who try the most," Grant says. "You need a lot of bad ideas in order to get a few good ones."

[https://www.ted.com/talks/elizabeth\\_gilbert\\_success\\_failure\\_and\\_the\\_drive\\_to\\_keep\\_creating](https://www.ted.com/talks/elizabeth_gilbert_success_failure_and_the_drive_to_keep_creating)

Elizabeth Gilbert was once an "unpublished diner waitress," devastated by rejection letters. And yet, in the wake of the success of 'Eat, Pray, Love,' she found herself identifying strongly with her former self. With beautiful insight, Gilbert reflects on why success can be as disorienting as failure and offers a simple -- though hard -- way to carry on, regardless of outcomes.

Our thoughts unknowingly manifest themselves through our actions & through reactions they provoke. We create what we think. Think positive. @TheGoldenMirror

## **Powerful Coaching Questions**

- ✓ 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: my ILM's Diploma in Coaching, Mentoring and Leadership Qualification with 'The Training Team'

### **The Best Ways to Beat Procrastination**

by Jim Rohn

Perseverance is about as important to achievement as gasoline is to driving a car. Sure, there will be times when you feel like you're spinning your wheels, but you'll always get out of the rut with genuine perseverance. Without it, you won't even be able to start your engine.

The opposite of perseverance is procrastination. Perseverance means you never quit.

Procrastination usually means you never get started, although the inability to finish something is also a form of procrastination.

Ask people why they procrastinate and you'll often hear something like this: "I'm a perfectionist. Everything has to be just right before I can get down to work. No distractions; not too much noise; and of course I have to be feeling well physically, too. I can't work when I have a headache." The other end of procrastination—being unable to finish—also has a perfectionist explanation: "I'm just never satisfied; I'm my own harshest critic; if all the i's aren't dotted and all the t's aren't crossed, I just can't consider that I'm done. That's just the way I am, and I'll probably never change."

Do you see what's going on here? A fault is being turned into a virtue. The perfectionist is saying their standards are just too high for this world. This fault-into-virtue syndrome is a common defence when people are called upon to discuss their weaknesses, but in the end it's just a very pious kind of excuse-making. It certainly doesn't have anything to do with what's really behind procrastination.

Remember, the basis of procrastination could be fear of failure. That's what perfectionism really is, once you take a hard look at it. What's the difference between being afraid of being less-than-perfect or afraid of anything else? You're still paralyzed by fear. What's the difference between never starting or never finishing? You're still stuck. You're still going nowhere. You're still overwhelmed by whatever task is before you. You're still allowing yourself to be dominated by a negative vision of the future in which you see yourself being criticized, laughed at or punished. This

negative vision of the future is really a mechanism that allows you to do nothing. It's a very convenient mental tool.

I'm going to tell you how to beat procrastination. I'm going to show you how to turn procrastination into perseverance, and if you do what I suggest, the process will be virtually painless. It involves using two very powerful principles that foster productivity and perseverance instead of passivity and procrastination.

Break it down.

No matter what you're trying to accomplish, whether it's writing a book, climbing a mountain or painting a house, the key to achievement is your ability to break down the task into manageable pieces and knock them off one at one time. Focus on accomplishing what's right in front of you at this moment. Ignore what's off in the distance someplace. Substitute real-time positive thinking for negative future visualization.

Suppose I ask you if you could write a 400-page novel. Sounds impossible, right? But suppose I ask you a different question. Suppose I ask if you can write a page and a quarter a day for one year. Do you think you could do it? Now the task is starting to seem more manageable. We're breaking down the 400-page book into bite-size pieces. Even so, I suspect many people would still find the prospect intimidating. Do you know why? Writing a page and a quarter may not seem so bad, but you're being asked to look ahead one whole year. When people start to look that far ahead, many of them automatically go into a negative mode. So let me formulate the idea of writing a book in yet another way. Let me break it down even more.

Suppose I ask you if you can fill up a page and a quarter with words—not for a year, not for a month, not even for a week, but just today? Don't look any further ahead than that. I believe most people would confidently declare that they could accomplish that. These are the same people who feel totally incapable of writing a whole book.

If I said the same thing to those people tomorrow—if I told them, I don't want you to look back, and I don't want you to look ahead, I just want you to fill up a page and a quarter this very day—do you think they could do it?

One day at a time. We've all heard that phrase. That's what we're doing here. We're breaking down the time required for a major task into one-day segments, and we're breaking down the work involved in writing a 400-page book into page-and-a-quarter increments.

Keep this up for one year, and you'll write the book. Discipline yourself to look neither forward nor backward and you can accomplish things you never thought you could possibly do. And it all begins with those three words: Break it down.

Write it down.

We know how important writing is to goal-setting. The writing you'll do for beating procrastination is very similar. Instead of focusing on the future, you're going to be writing about the present just as you experience it every day. Instead of describing the things you want to do or the places you want

to go, you're going to describe what you actually do with your time, and you're going to keep a written record of the places you actually go.

In other words, you're going to keep a diary of your activities. And you're going to be amazed by the distractions, detours and downright wastes of time you engage in during the course of a day. All of these get in the way of achieving your goals. For many people, it's almost like they planned it that way, and maybe at some unconscious level they did. The great thing about keeping a time diary is that it brings all this out in the open. It forces you to see what you're actually doing—and what you're not doing.

Your time diary doesn't have to be anything elaborate. Just buy a little spiral notebook that you can easily carry in your pocket. When you go to lunch, when you drive across town, when you go to the dry cleaners, when you spend some time shooting the breeze at the copying machine, make a quick note of the time you began the activity and the time it ends. Try to make this notation as soon as possible; if it's inconvenient to do it immediately, you can do it later. But you should make an entry in your time diary at least once every 30 minutes, and you should keep this up for at least a week.

Break it down. Write it down. These two techniques are very straightforward. But don't let that fool you: These are powerful and effective productivity techniques. This is how you beat procrastination. This is how you get yourself started.

(this post originally appeared in [www.success.com](http://www.success.com))

"Talent hits a target no one else can hit. Genius hits a target no one else can see." Arthur Schopenhauer

Dear Steve

Time to Read – Just 60 Seconds

"Get over it, and..."

...toughen up

Yes, I know that happened to you in the past, but your past does not equal your future...

No, sharing your problems does not always help you – a problem shared is a problem doubled...

Really? No, you can't blame your parents for everything...

At the end of the day (and at the start, and in the middle), your future is your choice and no-one else's – go make it so

How you feel is one thing - what you do is another thing altogether

As Susan Jeffers put it so brilliantly – feel the fear and do it anyway

Your future is your choice, so take the risk and do something different, dramatic and even daring ...

Something that will take you nearer to your desired outcome - or if you don't, stop pretending and telling anyone who will listen that you want a different future – because it's clear you don't want it enough.

David (David Taylor – author of the Naked Leader series)

“Moral excellence comes about as a result of habit. We become just by doing just acts, temperate by temperate acts, brave by doing brave acts” Aristotle

## CAREER MASTERCLASS

### Building a Team

**Define your direction.** Fujifilm's employees were united by a simple aim: 'Kill Kodak'. Develop a mission statement with your team as early as possible. Give people the freedom to work in their own way but set one rule: every action taken, decision made or goal set is done with the mission in mind.

**Use stakeholders.** Get the leaders who could help your team to act as mentors. Test ideas on them; ask them to coach you on barriers to your plans; involve them as leaders for meetings so they're seen as supporters. If they want you to flourish, you will.

**Promote collaboration.** Foster a culture of idea pooling and joint decision-making. Leading a team of lone wolves? Ask them to write down their individual concerns and goals, then help them spot common ground and ways to help one another.

**Encourage accountability.** In high functioning teams, members know their areas of responsibility and take ownership of problems, so there's no buck-passing, overlaps or excuses.

**Thrash it out.** Health conflict can unlock creativity, increase understanding and help teams reach better solutions. Guide yours through a constructive discussion. Let dictators vent, then make them listen; help compromisers make definitive decisions.

**Find their strengths.** Is your designer a secret Excel whizz? Can your PA write winning copy? Encourage them to share their skills. A new challenge will boost engagement, and you'll have a team that's plugging its own skills gaps.

**Bond better.** Forking out for after-work drinks and away days? Don't. Organisational behaviour specialist Roderick Kramer argues that delivering on professional promises builds team trust more quickly than relating to one another personally.

**Be patient.** Building a true team takes time. Help the process by staying constant as a leader. They'll fall into line much more quickly and soon become a flawless machine.

The Mind gym: Relationships is published by Little, Brown at £12.99 (from Modern Management)

“We all have two lives. The second one begins when you realize you only have one.” ~ Confucius

## 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.

"A healthy attitude is contagious but don't wait to catch it from others. Be a carrier" Tom Stoppard
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## CAREER 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

"Happiness is a choice. Optimism is a choice. Kindness is a choice. Giving is a choice. Respect is a choice. Choose wisely." Vala Afshar