

LEADERSHIP – COACHING AND MENTORING PACK

June 2018

(Established 2006)

Welcome to this month's edition.

Some of our readers will know Damian Piper from Effective Challenge <http://effectivechallenge.com> really well. Some of you will have been fortunate to attend his excellent 'Resilience' workshop and will have read some of his blog posts in the Leadership Pack. I am therefore thrilled to inform you that Damian has offered to write an article each month. The first in his series of posts, and first up in this edition, "**is that just rude**". Damian has also been asked to contribute to an organisation that is looking to get more women into technology roles. One of his first articles 'Where are you operating from?' features towards the end of this edition. I personally recommend both pieces to you.

"What Bettina taught me when supporting a person" A question I am often asked, since leaving the Army to support people with learning disability, is "I suppose getting involved in this work has helped you support your daughter, Bettina with her care?" Actually it is the other way around. What I have learned from Bettina I have taken into my support of other people, and not just people with a learning disability. My post tells you how this has happened.

Each month I trawl through Ted.com for inspiring (and entertaining) presentations for you. I was helped this month by my colleague Sarah Bolger who has picked this one. (Thanks Sarah) https://www.ted.com/talks/emily_levine_how_i_made_friends_with_reality Emily Levine meets her ultimate challenge as a comedian/philosopher: she makes dying funny. In this personal talk, she takes us on her journey to make friends with reality -- and peace with death. Life is an enormous gift, Levine says: "You enrich it as best you can, and then you give it back."

'In the Hot Seat questions' I was recently invited by the Institute of Leadership Management (ILM) to feature in their magazine for their 'In the Hot Seat Questions' series. I have included a transcript of the interview in this edition.

One of our regular contributors to our Leadership Pack is Ian McIntock. Ian has kindly shared an article he recently published on engaging trustees in fundraising. It's a simple, practical checklist of ideas and has gone down very well. <https://www.linkedin.com/pulse/> Practical-ideas on how to engage trustees with fundraising. There are some excellent tips which I am going to follow

With my subscription to USA's Success Magazine, I regularly receive emails from the magazine sharing top leadership tips and posts. I have included my personal favourites from this month's messages especially for you: "4 Tips to Set Yourself Up for a Better Tomorrow Today" and "How to Live a Life of Value" I was inspired when I read them, I hope you are too.

This month's quotes have been taken from my wife's @JoyceRaw1 and @livelikearaw twitter feeds – thanks Joyce. I also live on Twitter: @DoshLtd sharing leadership thoughts at 7am, 7 days a week. We welcome new followers!

Steve Raw FinstLM, FCMI, GCGI

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Blog: www.leadershipintheraw.org

It's not about how good you are,

It's how Good You want to be

"Is that just rude?"

Chatting with someone today, I'll call them Ken for the point of this post. Ken was frustrated by someone's behaviour. The person, who it transpires has had a history of mental health challenges, had avoided speaking to Ken on the phone. He interpreted this as rudeness. We chatted some more and explored why Ken had arrived at this conclusion with such certainty. My sense was that this position had been determined from Ken's point of view.

Fair play to Ken as we explored alternatives for the situation he faced. "Of course I suppose he could have been suffering from another bout of depression". As he uttered these words the look on his face completely changed. From one of frustration to empathy. We don't know the real the reason behind the situation. What we can say with a fair bit of certainty is that there are many reasons that influence a person's behaviour. Whilst it can be frustrating, you never know what's really going on beneath the surface.

Given mental health challenges 1 in 4 people in the UK chances are you will meet someone everyday who is suffering. There's real benefit in keeping more of an open mind about behaviour that looks out of place."



Source: Damian Piper

"Happiness is the new rich. Inner peace is the new success. Health is the new wealth. Kindness is the new cool.

@powerofpositivity

Being Bettina's Dad – What Bettina taught me when supporting a person

A question I am often asked since leaving the Army to support people with learning disabilities has been "I suppose getting involved in this work has helped you support your daughter, Bettina with her care?" I remember being asked this question by a fellow Area Manager when we met up for lunch some years ago. I found myself saying "actually it is the other way around. What I learned from Bettina especially leading up to leaving the Army helped my transition into my second career became "breeze" and she is still coaching me.

When I came into this career I had so many ideas; things that Bettina had showed me that worked for her, I knew could (possibly) make a difference for the people I would support. My first position was as a Team Leader supporting people to be involved in their local community for the first time in their lives. I was about to find out if they worked, after all my only training was that I had been one of Bettina's carers for 9 years and observing Bettina's Whisperer

I could possibly fill a book with things Bettina has showed me what works for her and makes a difference in her life as she progresses on a daily basis (after a difficult start in her life, coming to terms as she did with her learning disabilities and autism). However, for this piece I am sharing: 5 lessons that help her with life and 5 extra that help me support people with autism and 1 big message!

Bettina's 5 lessons for supporting people with a learning disability

1. Take the time to listen – show that you are listening and take your time listening
2. You need to show that you are confident – start with your body language
3. Everything about you must be positive – nobody follows someone who is negative
4. Demonstrate that you care and that you have an unconditional regard for a person
5. You are consistent with how you present yourself throughout the day and every day. You are not just confident, positive, humorous and enthusiastic when it suits you – you need a 100% commitment everyday.

Bettina's 5 lessons for supporting people with Autism

1. How you see the world (if you are not autistic) is completely different to how a person with Autism does – learn to see the world through the eyes of the person you support. When you do, the person you are involved with will trust you to do the right thing for them.
2. Supporting a person through their rituals and habits which works for them and not be judgemental because they are different from yours.
3. Doing things on their terms not yours. You are not in control! This is their life – they do!
4. Seeing the person first not their disability. Bettina has a unique personality that is there with or without her autism
5. The sights and especially sounds that Bettina's experiences are different to what you see and hear. Finding this out from Bettina made me more sensitive to what a person feels and hears (Bettina gets upset if someone she loves coughs for instance)

So I turned up on my first day with a plan – I wanted people I supported to:

- have fun
- feel confident
- feel they had someone on their side
- to feel they were in control
- to feel valued by those around them and their community

These continue to be my 5 objectives.

And the 1 Big Messages I promised you?

I have written about what Bettina has taught me and what I wanted to do for the people I support but as you look at each set of lessons and finally my objectives, what is the difference between people with learning disabilities, autism and you and the people who are part of your life? What Bettina has taught me and continues to teach me everyday is that what works for her can work for us all.

Source: Steve Raw www.leadershipintheraw.org

“One day you will look back and realise that you worried too much about things that don’t really matter”

Buddha’s Teaching & Science

My 4 Top Picks from Ted.com

Each month I trawl through Ted.com for inspiring (and entertaining) presentations so you don’t have to. Here are my top 4 picks:

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

With her signature wit and wisdom, Emily Levine meets her ultimate challenge as a comedian/philosopher: she makes dying funny. In this personal talk, she takes us on her journey to make friends with reality -- and peace with death. Life is an enormous gift, Levine says: "You enrich it as best you can, and then you give it back."

https://www.ted.com/talks/nilofer_merchant_got_a_meeting_take_a_walk?referrer=playlist-the_importance_of_self_care

Nilofer Merchant suggests a small idea that just might have a big impact on your life and health: Next time you have a one-on-one meeting, make it into a "walking meeting" -- and let ideas flow while you walk and talk.

https://www.ted.com/talks/guy_winch_the_case_for_emotional_hygiene?referrer=playlist-the_importance_of_self_care

We'll go to the doctor when we feel flu-ish or a nagging pain. So why don't we see a health professional when we feel emotional pain: guilt, loss, loneliness? Too many of us deal with common psychological-health issues on our own, says Guy Winch. But we don't have to. He makes a compelling case to practice emotional hygiene — taking care of our emotions, our minds, with the same diligence we take care of our bodies.

https://www.ted.com/talks/andy_puddicombe_all_it_takes_is_10_mindful_minutes?referrer=playlist-the_importance_of_self_care

When is the last time you did absolutely nothing for 10 whole minutes? Not texting, talking or even thinking? Mindfulness expert Andy Puddicombe describes the transformative power of doing just that: Refreshing your mind for 10 minutes a day, simply by being mindful and experiencing the present moment. (No need for incense or sitting in uncomfortable positions.)

In the Hot Seat questions

I was recently invited by the Institute of Leadership Management (ILM) to feature in magazine under the 'In the Hot Seat Questions' series. This is the interview:

I am the Managing Director of Dosh (Financial Advocacy) Ltd. We support adults with a learning disability across the country to have more independence and control over their money, Dosh is part of the Thera Group.

I have been Dosh's MD for nine years and have enjoyed my second career for the last 22 years. My reason for choosing this second career was due to my youngest daughter, Bettina, who is a person who copes with a learning disability. Bettina inspires me every day to make a difference in peoples lives.

My first career was the Army which lasted for 24 years before retiring.

What does leadership mean to you?

I joined the Army as a Junior Leader at the age of 15, and every working day since I have thought about leadership and what it means to me. From my perspective, it is about effecting change, both for the people I support and my organisation, for the greater good.

I believe leadership means that you need to live the life of a leader every day and I try to do this through my 'My daily 5':

1. To inspire at least one team member to do more and be more
2. To make a difference for at least one person
3. To be a role model for work ethic; energy; consistency; integrity and enthusiasm
4. To demonstrate my passion for supporting people with a learning disability
5. To ask myself what is the big objective for today? Then keeping a laser like focus on achieving that big objective.

What are your biggest leadership and management challenges at the moment?

They are:

- Meeting peoples aspirations and expectations. At the heart of Thera Group's vision is "Thera will show that people with a learning disability can be leaders in society" (40% of Thera's Directors are people with learning disabilities).
- To maintain a momentum this drives forward the change people desire
- To do more for people with limited funds.
- That we don't become complacent – we continue to drive innovation and change.

How does the general landscape of what's happening in your sector feed in to those challenges?

We are in a super competitive employment market for talented and passionate people who will make a difference in another person's life. The challenge and the duty of leaders are:

- The need to grow new leaders through all levels of supervision and management
- Recruitment and Retention of people who are passionate and who have a desire to support people with a learning disability to lead a fulfilling life
- 'Agile working' that meets the needs of the people we support and the people we employ.
- A working culture that enriches our team members lives

In terms of your own development, what are you personally focusing on from a leadership and management perspective?

As a Managing Director of Dosh Ltd and someone who regularly blogs www.leadershipintheraw.org ; tweets daily @DoshLtd sharing my leadership thoughts and also delivers training in leadership and project management, I focus on:

- Project Management methodology
- Learning from Business thought leaders (my car is a Leadership Lab. with over a 100 management CDs) as I take in presentations and interviews on my long car journeys
- take in self improvement ILM webinars and also workshops which recently included Resilience training.
- I read the ILM Edge Magazine from cover to cover!

How are you developing your people?

I focus on developing our people through three areas:

1. Job Competency. what will help and support our team members to be even more proficient with the support they deliver to people
2. Personal Development – finding a team member’s gift and what excites them
3. Team Development – regular team days where we work together on all aspects of work.

Do you have any suggestions for where you would like to see the Institute of Leadership & Management focus its efforts in future from a policy perspective?

Supporting leaders to transition from career to career often crossing sectors and fields of employment

Stop Press.....As I type, an email has just come in to inform me one of my colleagues has just completed her ILM Level 5 in ‘Leadership and Management’ qualification as part of Thera’s ‘Total Talent’ programme

“By being yourself, you put something wonderful in the world that was not there before”

Edwin Elliot

4 Tips to Set Yourself Up for a Better Tomorrow Today

John C. Maxwell August 23, 2017

The other day, I caught that old Fleetwood Mac song on the radio:

Don’t stop, thinking about tomorrow,
Don’t stop, it’ll soon be here,
It’ll be, better than before...

It dawned on me: We spend a lot of time obsessing over our tomorrows—how bright they look, how promising, how full of prosperity and success. I’ll admit, as a younger, career-building man, I found myself thinking the same way.

Then I discovered the value of today. I realized the priorities you set, the way you organize your agenda, the kinds of decisions you make today will set you up for great tomorrows. As an added bonus, you won’t look back when your todays become yesterdays and regret opportunities lost, time squandered.

In this life of a million distractions and endless choices, it can be tough to focus on the now. Let's look at some strategies to zero in on what really matters.

1. **Do a priority inventory.**

Years ago, I made a list of the things that mattered most to me. They're broad in scope and meant to carry me through life. They include:

- **Health.** After a heart attack at 51, I understood that eating right and exercising had to be part of my daily routine.
- **Family.** Our families often carry the weight of our ambitions. We promise that we'll spend more time together, tomorrow. Treat your family obligations like your career ones. Schedule family time on your calendar, every day, in ink.
- **Faith.** I'm a former pastor. My actions have to align with my faith, and I need to set time aside for prayer, worship and spiritual activities.
- **Generosity.** I want to share the resources I have: time, money and knowledge. If I'm faced with two choices—one that benefits me alone or one that benefits others—I'll pick the latter.

My list offered me clarity and simplified my decision making. I learned to disregard options that didn't align with my priorities. I avoided emotionally charged, spur-of-the-moment decisions. I came to understand that the most successful people are those who settle their critical issues early and manage them daily.

2. **Hone your decision-making skills.**

Have you ever felt overwhelmed by the enormity of your undertakings? I sure have. One of my early goals was to triple the membership of Skyline Church in San Diego to 3,000 people. This would involve everything from outreach to fundraising to developing programs that congregants found relevant, exciting and faith-affirming. Where to start?

Small. I had to start small. One decision. Then another. Then another. Each day's progress fed the next. Over the next decade, my leadership team and I achieved our goal.

Too many times, we fall into the trap of second-guessing ourselves, dwelling on past choices and reversing course. If your decisions align with your priorities, chances are you made the right ones in the first place. Honour them.

3. **Be deliberate in your use of time.**

If I parachuted into your life one morning, by nightfall I could tell whether you were going to be successful. That sounds presumptuous, but you can tell a lot about people from their daily habits. Do you start each day with a tangible goal? Is your agenda predetermined? Do you toggle aimlessly from website to website? Are your coffee breaks longer than your time on task? Are your life's priorities evident from your daily actions?

"Guard well your spare moments. They are like uncut diamonds. Improve them, and they will become the brightest gems."

Time is our most precious commodity, and the one we seem to squander most. Consider:

- To know the value of one day, ask the wage earner providing for his six children.
- To know the value of one minute, ask the person who missed a plane.
- To know the value of a millisecond, ask the silver medallist.

I'm not suggesting that we should be on-the-go all day, every day. That's unsustainable. But could the 15 minutes you'll spend fiddling with your phone be spent listening to an educational podcast? Could the hour you'll lose to online shopping be devoted to an after-dinner walk, a book, a spontaneous date?

"Guard well your spare moments," Ralph Waldo Emerson advised. "They are like uncut diamonds. Discard them and their value will never be known. Improve them, and they will become the brightest gems in a useful life."

4. Don't mistake activity for advancement.

Time-management expert Alec Mackenzie says most executives don't get to their most important tasks until mid-afternoon. Why? They are tackling the trivial stuff on their to-do lists just so they feel like they've accomplished a lot before lunch.

I read a story once about Charles Schwab, president of Bethlehem Steel in the early 20th century. Schwab's company was successful, but he thought it could do better. He hired management consultant Ivy Lee to help him streamline operations. Lee told Schwab to write down the six most critical things he had to do the next day in order of importance.

"Now," Lee continued, "put that paper in your pocket and first thing tomorrow morning, take it out and look at item No. 1. Don't look at the others, just No. 1, and start working on it and stay with it until it is completed." Once it was done, Schwab was told to do the same with No. 2, No. 3 and so on. Don't worry, Lee said, if you finish only one or two items—Schwab would advance his company further if he met a few critical goals than he would if he took little bites off of multiple tasks. Bethlehem Steel, of course, grew to become one of the most pre-eminent companies of its time.

I'm thinking about song lyrics again. This time, the refrain from U2's "Beautiful Day."
It's a beautiful day
Don't let it get away

Our todays slip by too quickly, and we find ourselves stuck in tomorrows that don't look anything like those of our dreams. Stop daydreaming, start prioritizing and wring every beautiful minute out of every beautiful day.

Source: Success Magazine

"Do more things that make you forget to check your phone" unknown

20+ ideas to engage your trustees in fundraising

Ian McIntock

Founder at Charity Excellence Framework

Many UK charities are struggling financially, yet only half of trustees are actively involved in fundraising. Admittedly, many trustees find fundraising a challenge and others are simply not able to make a significant financial donation. However, there are lots of opportunities for them to support your work, many that are easy and anyone can do. In doing so, may learn a lot more about you than in a board meeting and, in all probability, enjoy themselves.

- A big donation may be beyond most of us, but there are lots of tax reliefs and almost anyone can make a small regular donation, or buy a raffle ticket.
- Discuss with the CEO/fundraisers who in their own network might be engaged and help arrange an introduction or invite them to visit.

- Review prospect/donor lists with CEO/fundraisers to identify people they know, whom they might help engage.
- For large companies, they may be able to promote you for a staff volunteer programme, or charity of the year, even an introduction to discuss payroll giving.
- Get some exercise by distributing posters/leaflets to organisations in your local community.
- Do something good for themselves and you, at the same time. The marathon they've always wanted to run, or a fun run, or lose weight, or give smoking. Just Giving and Facebook Fundraisers make it easy.
- Invite guests/sell tickets/ or source auction items/raffle prizes for your events.
- Get competitive and inventive, by seeing who can source the best 'money can't buy' (and doesn't cost them anything) prize. I was once arrested in my office and spent a very pleasant afternoon drinking tea in a police cell and have also had a fascinating tour of a local sewerage works.
- Attend external meetings, where their presence may support the staff team.
- Write thank you letters or make calls to donors.
- Represent you, or even speak at external events.
- Or, secure a speaking opportunity for you.
- Attend events/activities to help engage with guests and promote your work.
- Better still, invite friends/colleagues to come along as well.
- Appear in a short social media video clip, saying why they volunteer for you and describing the fantastic impact you have.
- Or, better still get someone well known in their network to do so, or provide a quote you can use.
- Promote your work via their own networks, such as articles in newsletters.
- Forward campaign e mails/newsletters to individuals in their own network who may be interested.
- Connect on social media, and like and share posts. Consider tabling a board paper explaining your social media activity and need for support, and/or circulating your platform links and, perhaps, having a fun trustee training session, for those who don't know how to.
- Recruit social media champions to connect with you and promote you into new networks of potential supporters.
- Host a 'friendraiser' in their house/office and invite you along to talk about your work.
- Help by writing Christmas cards to key funders and stakeholders.
- Contact local shops/businesses and ask them to display a collection tin - and agree to collect and bank the money.
- For the cash poor/asset rich, consider leaving a gift in their will and, perhaps, even give you a quote for your legacy marketing. There are inheritance tax reliefs.
- It may be helpful to use a version of this checklist for new trustee induction meetings, include elements when you brief them on events etc, and a round robin e mail at New Year resolutions time might also be worth considering.

This is a resource from the Charity Excellence Framework - visit www.charityexcellence.co.uk and click Register Now for free access. It takes 2 mins to set up and 30 to complete a questionnaire. You can complete as many, as you wish, but complete all 8 for an assessment of every aspect of performance across your organisation; including income generation. It creates a unique framework for every non-profit, optimises reporting for your priorities and links the results individually to resources from across the web. From your dashboard, it's no more than 2 clicks to all functionality.

The Charity Excellence Framework is a new digital platform for boards and senior teams that enables them to assess every aspect of performance. A personal project, funded by my savings, I'm giving everyone free access to pilot it. It creates a unique framework for each organisation, optimises reporting for your specific priorities and links results individually to relevant resources from across the web.

“Drop by drop the water pot filled. Likewise, the wise man, gathering it little by little, fills himself with good”

How to Live a Life of Value

One of the major reasons people are not doing well is because they keep trying to get through the day. A more worthy challenge is to try to get from the day.

We must become sensitive enough to observe and ponder what is happening around us. Be alert. Be awake. Let life and all of its subtle messages touch us. Often the most extraordinary opportunities are hidden among the seemingly insignificant events of life. If we do not pay attention to these events, we can easily miss the opportunities.

We must become good observers and astute evaluators of all that is going on around us. All events affect us, and what affects us leaves an imprint on what we will one day be and how we will one day live. Our philosophy about activity and our attitude about hard work will affect the quality of our lives.

Every time we choose to do less than we could, this error in judgment has an effect on our self-confidence. Repeated every day, we soon find ourselves not only doing less than we should, but also being less than we could. The accumulative effect of this error in judgment can be devastating. Fortunately, it's easy to reverse the process.

Today we can develop a new discipline of observing rather than ignoring, of doing rather than neglecting. Every time we choose action over ease or labour over rest, we develop an increasing level of self-worth, self-respect and self-confidence.

It is how we feel about ourselves that provides the greatest reward from any activity. It is not what we get that makes us valuable; it is what we become in the process of doing that brings value into our lives. It is activity that converts human dreams into human reality, and that conversion from idea into actuality gives us a personal value that can come from no other source.

So be a good observer of the world around you and enjoy the hard work you put into enterprising—then enjoy it to its fullest!

Source: This post originally appeared on SUCCESS.com.

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“Kindness is free sprinkle that stuff everywhere”

Where are you operating from?



Expectation Vs Reality

Working in tech is full of challenges and opportunities: deadlines to hit; bugs to find; outdated views and opinions to navigate. These examples only come from the professional elements of our world. There are at least as many personal elements. It's common for people to become frustrated when what happens falls short of what they expect. Being able to adapt to these differing circumstances is often a key determinate of our success and happiness. That's a lot easier to write than do. Particularly when you're 'right' and the other person or situation is 'wrong'. It's easy to get caught out when there's a difference. So, what can you do to improve things?

Here are three things to consider:

- 1) Reality is reality
- 2) What you see on the surface isn't all that's going on
- 3) Get great at asking better questions

Reality is Reality



It's easy to get tricked into thinking that we have it right. In fact, there are many people who pursue a whole series of unhelpful behaviours when reality falls short of what they want. Look around the concourse of any train station when cancellations get announced if you want to see evidence of that. I'm not suggesting for one minute that it's not frustrating when this happens. However, being frustrated is typically a disempowering place to

operate from. Let's be clear. There are times when you are right, yet the current reality doesn't reflect this. Once we accept the reality of the situation, we put ourselves into a stronger position to do something constructive and influence the situation for the better.

So how could this relate to software development. You've met with someone you are developing code for. They've set out what they'd like to see happen and you've agreed a timescale. You do what they ask. You then find yourself on the receiving end of a host of unhelpful comments about the fact that "you're late". You are 'right', you have done what was asked. You've therefore built your expectation about what's reasonable. Now you find its come into contact with reality. It would be easy to get defensive. I know in certain situations I can. After all you did what was asked. Being defensive in this situation is unlikely to help. Why?

What you see on the surface isn't all that's going on

There are multiple reasons as to why a person behaves as they do. The number of variables in play that make up the reality we face are huge. You can believe that the person sitting in front of you is operating as they would ideally like. Unfortunately, there are a whole host of things going on in their world you just can't see. From work pressures to home pressures or simply the state of their health. Or even an on-going argument they are currently engaged in with your boss. You can't see these things on the surface. It's rare they will tell you. And in the case of the argument with your boss, they are likely taking out their frustration on you. You are just an innocent victim. So, what can you do?



Get great at asking better questions



The more proficient we get at asking questions the more we can do to understand what's really going on. These questions start with the ones we ask ourselves in our heads. Here's three categories to consider.

- 1) Objectivity questions
- 2) Questions to improve your understanding
- 3) Take action questions

Objectivity questions help us put what is happening into perspective. Using a scale or time can help here. For example: how important is this situation on a scale of 1 – 10 (where 10 is

death)? Or, how important will this situation be in three years? Many of the situations we face probably won't score highly or be particularly relevant in the future. What this does do is allow us to operate from a position of improved objectivity and perspective.

Questions to improve your understanding. This next category is where we really look to understand what is going on, often beneath the surface of a current situation or mindset. Example questions in this category can be: what assumptions could I be making about this? If I had what I want; how would I know? What would 'shades of grey' look like between these two positions? The powerful thing about this category is that improved understanding can open up alternatives to move a situation forward.

The final category takes your improved objectivity and understanding and turns them into **positive action**. Examples include: who could I involve to improve this? What could I do next that would make me feel proud? What's the smallest step I could take to build momentum? The last question is aimed at particular situations where we might get stuck or overwhelmed. Of course, questions will only be of real benefit if you follow on and take the action required.

We can all get caught out. Literally everyday the gap between expectation and reality presents itself. We just don't need to roll-over and accept whatever shows up. We do have a choice about how we respond. Getting to the point where we work with reality and not our preconceived expectation puts us into a stronger position to improve our performance and results. And the really great news is that not only will this help at work, it can also help in all the situations you face. Does that sound like something that could be of benefit to you?

Source: Damian Piper