

LEADERSHIP – COACHING AND MENTORING PACK

July 2018

(Established 2006)

Welcome to this month's edition.

Our first piece in this month's edition is the new regular feature from Damian Piper from Effective Challenge <http://effectivechallenge.com> Damian asks us an incredibly important question in his blog post, **when was the last time you pushed pause to take stock?**

Farren Drury MBE, one of my heroes and someone I have had the honour to work for, has launched a new website <http://www.gomakeityours.com> as well as a Visual Success Map app called Make it Yours. The web and iPad based app is designed to help people achieve their goals and reach their maximum potential. So, if you have a dream or goal you are working towards, why not download the app and start your free trial.

Simon Bailey is the MBA Managing Director (UK) for LSP Leadership (Leading Sustainable Performance) <https://www.lspleadership.com/> the company provides global, world-class coaching and leadership development services. Simon has kindly shared some of his thoughts and some resources on leadership. This includes a paper on creating collective leadership in the caring professions, which I have enclosed in the introduction to this blog post. Thank you Simon.

Every day I wake up in gratitude for everything I have, do you? With my annual holiday to Whitby weeks away (on the North, East of England coast), I thought I would share with you a blog post I wrote in 2015 "[Being Bettina's Dad – Taking the time to be Grateful and showing Gratitude](#)". Reading this again today, I know how fortunate I am and it is important to remind myself of this especially when life gets busy and I am feeling under pressure.

Towards the end of June, I was interviewed for Forces Radio (BFBS) <https://www.forces.net/radio> a worldwide station for Her Majesty's Forces. The interview was about people leaving the armed forces and employment opportunities available to them in the social care sector. It was an opportunity to promote my company Dosh www.dosh.org and my organisation Thera Trust www.thera.co.uk too. I had previously come up with a personal top 20 tips on how to transition into another career, which I shared with the radio presenter, Hal Stuart. I have edited them now however, so they work for any career (or job) transition. This can be seen in my last article in this edition.

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 from 7am, seven 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!



When was the last time you pushed pause to take stock?

Life can come at us a bit quicker than we'd ideally like. I was recently working with someone who was frustrated that they didn't have enough time for themselves. I asked them to give me a little more context. Here's what they went on to describe, work commitments, family commitments, friends who need help, house chores - the list went on. It's really easy to get caught up in the pounding surf, it can be a tiring place to be. This prompted me to think of a quote I like, "I can't change the wind, but I can adjust my sails". I believe that came from Jimmy Dean the American actor.

I like this metaphor as it suggests a few things to me:

1. The wind represents the things that come at us. That's the reality of life. Being comfortable with this typically requires objectivity and understanding.
2. To adjust the sails requires some deliberate action. You need to stop what you're doing and work out what's going to give you the best chance in the circumstances you face.
3. To understand how to set your sails, you need to understand where you're heading or what's most important.

It's rare that you get given the opportunity presented to you to carry out the above. You need to make it happen. And whilst that does take effort, I'd recommend taking stock on a weekly basis. The investment in time will serve you well.

So, this month's moment to reflect is to check your 'sails' are setup to make the most of the 'wind'.

Source: Damian Piper from Effective Challenge <http://effectivechallenge.com>

It's not what you gather but what you scatter that tells you what kind of life you have lived. - Helen Walton

CARROT POWER

Reward your team members with a daily dose of recognition.

GET THEM INVOLVED

The next time you meet for a high-level strategy session, ask to invite an outstanding team member to participate. Sometimes the best recognition is involvement in meetings that impact the team member's work. It shows you respect their ideas and talents and gives them personal ownership in the company's overall direction. When your opinion matters, you matter and the more engaged you'll be.

From A Carrot a Day by Adrian Gostick and Chester Elton.

No act of kindness, no matter how small is ever wasted." – Aesop
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DEVELOPING LEADERSHIP – thoughts from Simon Bailey of LSP Leadership

1. **Collective leadership** - sent to me by a friend recently – please see the introduction to the July Leadership Pack. The context of this document is focused on creating collective leadership in the caring professions.

3. **Real leaders** – not one to spend money on magazine subscriptions (which I then don't end up reading) the jury is still out on this one however, one article that caught my eye, in the latest edition of Real Leaders, is this one on the (increasingly important) purpose of successful organisations - <https://real-leaders.com/give-back-to-society-or-youre-finished-major-uk-recruiter-warns-business/>

4. **Happiness** – thinking about some of the themes in this month's newsletter, I read Richard Layard's excellent book on happiness (Called 'Happiness') and found it insightful. Here is a shorter summary on TedX which describes our basic human purpose - <https://www.youtube.com/watch?v=iAZwvTV3CyQ&feature=youtu.be>

5. **Productivity and focus** - not new but new to me, is bullet journaling. It has really helped me over the last five months and is a great way to switch off at the end of the working day by summarising and re prioritising <http://bulletjournal.com>

Best to all

Simon Bailey LSP Leadership

My Top Ted.com picks for July

Each month I trawl through Ted.com for presentations (so you don't have to!) which I think will inspire you. Here are my picks this month:

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

Why does a failure we have made seem to stick in our minds so much longer than a success? According to social psychologist Alison Ledgerwood, our perception of the world tends to lean towards the negative and reframing how we communicate, could be the key to unlocking a more positive outlook. In this sharp talk, Ledgerwood shares a simple trick for kicking negative thinking to the curb so we can start focusing on the upside.

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

Our culture is obsessed with happiness, but what if there's a more fulfilling path? Happiness comes and goes says writer Emily Esfahani Smith but having meaning in life -- serving something beyond yourself and developing the best within you -- gives you something to hold onto. Learn more about the difference between being happy and having meaning, as Smith offers four pillars of a meaningful life.

Finally, here is one of my favourite leadership presentations sent to me by Justin Smith, an Operations Manager for Thera East Anglia (www.thera.co.uk)

‘Why good leaders make you feel safe’ from Simon Sinek

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

“You can’t lead just from the chair in an office, for people to follow you, you have to be going somewhere” Gordon Tredgold

Being Bettina’s Dad – Taking the time to be grateful and showing gratitude

It’s 7am as I descend from the golf course lane onto the promenade and I am met by waves crashing against the sea wall. I turn right along the path and ahead of me are the Banjo Piers. To the left are small fishing boats and on my right is an array of multi coloured beach huts. As I start to run hard against the wind and the sea mist, once again I have an overwhelming feeling inside that gives me a high. Now it is the afternoon and I sit on a park bench with Bettina on the West Cliffs of Whitby. I look down at the fishing harbour as boats manoeuvre their way through the twin piers and then I look up to at the ‘199 steps’ watching people make their way to the ruins of the Abbey and I experience the same feeling I had in the early hours of this morning.

It is the feeling of being thankful – of having gratitude.

As a family, we have been coming to Whitby for the last 14 years. My life slows down for a week and I get lots of time to spend with Bettina and we walk and we think (Bettina is a great thinker!). Spending this amount of time with Bettina enables me to learn more about her and how she sees her world.

An emotion she clearly expresses to those around her is how grateful she is for the things that come her way. So what have I learned from Bettina about gratitude:

- Bettina is always thankful for what she has already, not worrying or feeling entitled for what she doesn’t have
- Bettina is always excited about her life and the opportunities that come her way
- Bettina starts everyday expressing her happiness and what lies ahead of her
- That gratitude should be shared with those around you – it is contagious
- That happiness can come from the simplest things in your life

Bettina’s five rules for showing gratitude:

1. “Thank you, so much” is a term that you cannot demand from Bettina but she says it often when someone does something for her. No one can tell Bettina what to say or how she should feel but when she says this to you, you feel good inside – you want to do more and go further for her

2. Being sincere about what you are grateful for and the gratitude you show – Bettina gives you eye contact (something not easy for a person who copes with autism) when she is expressing her emotion to you
3. That gratitude is an attitude that you can choose to have – Bettina has always been consistent with this attitude
4. Bettina cherishes every moment of her life – she is a source of inspiration to me and others
5. By being joyful and appreciative

Gratitude gives you the ability to overcome worry, confusion, frustration, resentment and dark moments in your life. Life is short so, like Bettina, I will show some gratitude today and again tomorrow.

We had an amazing week together in Whitby and it is one that I will be grateful for the rest of year – until, of course, I am back there again with Bettina.

Source: Steve Raw www.leadershipintheraw.org

To make a difference in someone's life you don't have to be brilliant, rich, beautiful or perfect. You just have to CARE

5 WAYS TO.....COPE IN THE HEAT

1. Drink plenty of water
2. Breathe deeply: heat and tempers rise in sync
3. Know that mornings will be productive.... and afternoons less so
4. Keep tissues for sweaty hands
5. Use deodorant

Source: Management Today

YOUR ROUTE TO THE TOP

WORK OVERLOAD

Stop and think - it's easy to panic and launch yourself at a task without considering the most sensible course of action. A few moments' reflection and planning pays off

Break the situation down into chunks - picturing the whole task makes it look terrifying; small steps are more manageable

Delegate - there may well be people around you who can help and offer expertise – take it

Manage expectations - you may need to explain to others that the end result might be different from initial expectations. Better to bite the bullet early on and enlist help, than give people a nasty surprise when you pass the point of no return

Consider urgency and importance - the danger is to rush around doing the urgent things but ignoring the important ones. If something is both urgent and important, act. If not, prioritize

Start small - focus on getting quick results, as this will give you momentum

Develop a contingency plan - even in the most difficult situations there are always options

Go for the 80/20 rule - build the stadium without the roof, write the report without the annotated footnotes

Don't be too hard on yourself - having decided what to focus on, don't worry about things you're not going to do. Put your energies into finishing everything else to a high standard

Talk to your team - if everybody knows what is happening, less time will be spent on unproductive action. Consider creating a war room where people know action is being taken

Communicate to interested parties - it's better to lead the communication of a crisis than being forced to respond to someone else's interpretations

Remember it will pass - Life is bigger than a wobbly project

Learn from the situation for next time - patterns can turn into habits. If you're aware of what led to the situation, you can catch it before it happens again.

The Mind Gym

A mind stretched by new experiences can never go back to its old dimensions. Travel, learn and grow @molliebylett

Stress tip

Dance like there's no-one watching

Going to a party or a wedding this summer? You've got a great opportunity to boost your happy hormones – on the dance floor!

Dancing is exercise, just like jogging and aerobics. It raises your heart rate. And, if you do it with a good-natured crowd and don't take it too seriously, then you'll probably end up laughing. That makes it a great stress-busting activity all round.

Still not sure? Consider these quotes:

- “There are short-cuts to happiness and dancing is one of them.” Vicki Baum
- “There is a bit of insanity in dancing that does everybody a great deal of good.” Edwin Denby
- “We're fools whether we dance or not, so we might as well dance.” Japanese Proverb
- “Nobody cares if you can't dance well. Just get up and dance.” Dave Barry

See you on the dance floor!

Source: Stress Management

“No” is a complete sentence. It does not require justification or explanation

HOLIDAYS

Take your time – make sure you use your leave entitlement. You have earned it, you need it and both you and your organisation will benefit in the long term if you are refreshed and revitalised

Plan ahead – don't leave it until the last minute to tie up loose ends. In the weeks before you go, create a countdown timetable for the run-up to your holiday

Clear the decks – don't just swan off without sorting out your paperwork. Brief team members and colleagues about their responsibilities while you're away, discuss any potential problems they may face and the best course of action to take

Spread the word – warn important contacts that you'll be away. Use the 'out of office' facility on your e-mail system, giving details of when you're away and who to contact in your absence, and make sure your voicemail message tells callers you're on holiday

Resist temptation – leave your laptop and or smart phone at home. It's tempting to check your e-mail when you're away but it's much better for you to have a complete break

Don't fret – your job will still be there when you get back and a period of rest and relaxation will make you more productive on your return

Source: ILM 'Edge' Magazine

Time is free but it's priceless. You can't own it but you can use it. You can't keep it but you can spend it. Once you have lost it you can never get it back

HELPING OTHERS

You will gain three main benefits from helping others:

- You will change the world. By helping just one other person, you change their world, for good. By asking them to help others, you change someone else's world, as well
- You change your world. It feels great to help others – we feel a better and braver person – and why not?
- What we sow, we reap. Huge irony here – the more you give to others, the more you receive in return. If you want to get-get-get, then give-give-give

Source: 'Naked Coach' by David Taylor

YOUR ROUTE TO THE TOP

TO VOLUNTEER OR NOT?

Look out for opportunities - those who never volunteer rarely make it to the top; equally, those who sign up for the wrong things tend not to make it at all

Establish the facts - find out as much as you can before you commit: what is expected of you, the level of reporting required and your resources. This is the best time to get what you need in place or to walk away if the right support isn't there

Be selective - choose projects that are reviewed by the people you want to impress. Use the opportunity to ask for their views and get to know them better

Think carefully - consider what you will have to give up if you do volunteer – balance the benefits of taking on something new with the downside of having less time for everything else

Choose well - avoid ventures where the best scenario is that nothing goes wrong, like implementing a new e-mail system. If it goes badly, everyone blames you. If it runs well, few notice

Show your enthusiasm - to get the full benefits of opting in, be seen to be keen

Delegate - pass on as much of your everyday work as possible; great opportunities are usually not part of the norm and so require us to free up our time to increase our chances of success

Give clear instructions - make sure that those you leave to look after the shop know what to do if things start going wrong and how to get you back in when they need to

Volunteer for projects - that involve others you rate. Working with impressive people will help you raise your game

Don't spread yourself thinly - do a few things properly rather than too many badly. If you get a reputation as a serial volunteer, you may become known as the fickle one who lacks finishing power (The Mind Gym)

TEN WAYS TO.....

Win more business

1. Know your field
2. Offer consistent quality
3. Market astutely
4. Deliver on time
5. Get feedback from commissioners
6.and act on it
7. Set the right price
8. Have a decent website
9. Network
10. Think: do we need more?

(Management Today)

YOUR ROUTE TO THE TOP

THINKING ON YOUR FEET

Know your stuff - prepare for tricky questions with a pre-emptive strike. Grab a pen and paper and write a counter-argument to every problem that you come across. When you're put on the spot, you'll have all the answers

Be decisive - taking action will give you a sense of progress; stop you worrying and help you stay in control. When it comes to the crunch, weigh up your options and pick one. Whatever route you take, it's your decision, so stick to it

Trust yourself - you're the expert. You were asked because you're the one in the know. Have faith in the answer you give

Switch off the inner critic - keep your focus on what you're doing, not what the negative voices say. Absorb yourself in the moment by concentrating on the pitch you're giving, not whether you've won it or not

Use criticism constructively - when you're in the line of fire, see it as a way of igniting your ideas, not putting them out. Follow their point with 'yes and....' and see where it takes you

Stay in control - if something comes up in a meeting that you haven't prepared for, steer the questions around what you can answer. Make it clear what you do know and demonstrate that you're on top of what you don't

Don't be afraid to ask - if your colleague springs a question on you, find out exactly what they want to know. This will also buy you time to prepare what you're going to do

Stop and think - instead of scrambling around wildly until you hit on what your potential customer wants to hear, pause for a breath, think through what you're going to say and then say it. Nothing strengthens authority so much as silence

Be honest - if a customer asks you something that you don't know the answer to, don't be tempted to blag. Impress them instead with how quickly you can find out

TOP TEN TIPS ON 'HOW TO BE THE BEST YOU CAN POSSIBLY BE

From your Personal Trainer - me

1. Ensure you get eight hours sleep (at least seven)
2. Drink plenty of water – ensure you are not dehydrated otherwise you could feel lethargic and forgetful - the tip is to carry a bottle of water around with you so you don't forget to take on board sufficient fluids
3. Don't drink coffee or tea past 7pm, otherwise you will have interrupted sleep
4. Visualise that you will do well, for example, in a meeting – not quite meditation but it is effective - athletes do this before races
5. Earn your treats through rewards i.e. a bar of chocolate when a meeting goes well
6. Exercise at least three times a week for at least 30 minutes. The sense of wellbeing is worth it. You will also be able to face difficult tasks with a positive frame of mind
7. Smile and laugh as much as you can. It is hard work being miserable
8. When driving, give way, when it is safe to do. This will give you a feel good factor and also have a knock on benefit to other drivers to do the same
9. Look smart – feel smart. As a manager: look the part – feel the part
10. Always prepare

Source: Steve Raw

Too many people overvalue what they are not and undervalue what they are." ~ Malcolm Forbes

Preparing for GREATNESS - prepare and persist

Learn while you commute – listening to educational audios while commuting 12,000 miles annually for three years can be the equivalent to two years of college study

Read up - while experts debate the number of books you must read to make you an expert on a topic (somewhere between three and 300), many tout reading as the key to success

Teach someone what you know - teaching others reinforces your own abilities, helps you look at a subject in different ways and inspires you to learn your subject inside and out

Practice, practice, practice - but remember Vince Lombardi's advice: "Only perfect practice makes perfect."

Source: USA's Success magazine

Why a sense of humour is essential

- Passing the sense of humour test should be mandatory for Managers and Team Leaders
- The test occurs, on days when one unbelievable disaster follows another. If, at the moment, it feels like the world is going to cave in but you can still step back and see the whole nightmare in perspective, you've passed the test
- If you lose your rag, you've failed. Failing the test leads to behaviour that upsets everyone else, makes things worse and sends the day into a death spiral. Enough perspective and a sense of the bizarre, can help defuse the tension. There is a fighting chance of stepping back from the brink
- Next time the outrageous happens, remember to tell yourself. 'I think this is a sense of humour test.' Just saying it increases your chances of regaining perspective and passing. Of course, once you have said it, you can also decide to fail the test and to go down with all guns blazing
- Lack of humour is not to do with reality but with culture. Senior management like to be seen as serious and to be dealing with weighty issues with appropriate gravitas. Slapstick is out, although the occasional dry witticism that reflects conventional wisdom is safe. It can show you are intellectually smart if the witticism is clever enough
- Lack of humour is a shame. The bizarre world of management deserves respect, perspective and humour if it is to be valued properly

Source: Management stripped bare by Jo Owen

Helping others is a privilege. It is their right and your privilege. Stan Aspinall
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CONFLICT RESOLUTION

NATURE OF PROBLEM POSSIBLE APPROACH

Although I'm annoyed about this, it's really a trivial matter this is one to let drop – get over it. You may need to lose a few battles in order to win the war

My solution to the problem is better than the other person's but their approach could work it's not worth fighting over. Let the other person have their way; win credit for your flexibility

This is an important matter – something that requires a well-thought-through solution. I have strong views about it, but so too does the other person. This one requires some honest talking –

constructive, of course – and some listening. We need to understand each other's perspective and to collaborate to find a solution acceptable to us both

In this situation, I'm convinced I'm right – and that the other person is wrong. Here you'll need to use your powers of influence and persuasion. Either sell the benefits of your idea, or just tell the other person that this is the way it has to be – but in a way that preserves your relationship

Source: From Modern Management

Action for the month

Every day we hypnotize ourselves to only see the ordinary. We live in homes we think we know so well. We travel on journeys that become all too familiar and we meet the same type of people each and every day...or do we?

All we have to do is look around - really look - and we see something new. Take a walk in your garden, feel the texture of the wall at home, look around you on that daily journey to work and as you see someone, say a silent thank you to them for being unique – totally and absolutely unique...just like everyone else.

(Extract from The Naked Coach)

CAREER MASTERCLASS

KEEP YOUR EGO IN CHECK

Request regular feedback. Ask a variety of people and listen – most of what they say will be true. Don't agree? Show willing by adapting at least some of your behaviour

Go for gold, not glory. CEOs who avoid the spotlight tend to be more successful. Give status-building a rest, keep your head down and let your results speak for you

Be secure. Doing a great job but need more praise? Grow up. People have better things to do than massage your ego. Let pride in your work fuel your confidence or ask friends and family

Treat everyone as equals. Recognise that your team have as much to contribute as you, just in different ways. Appreciate their strengths, consider their ideas and once you have created a solution together, trust them to share the load. You're their manager, not their messiah; they'll be fine

Let others shine. Publicly praise people's contributions, naming them and being specific about how they excelled. People are more generous with their time and support when they believe they'll be appreciated, and they may even reciprocate

Be selfless. When someone asks for personal advice, put your own agenda to one side and base your recommendations on what you actually think is best for them

Swallow your pride. Bullishness and buck-passing will damage your reputation more than mistakes. If you're in the wrong, admit it, apologise and demonstrate your sincerity with specifics. 'I was wrong' is good. 'I was wrong to promise the customer a 24-hour turnaround' is better

Have patience. Just joined as the star hire? Don't expect instant respect. In some businesses, years served is the measure of greatness. In others its revenue generated. Respect the culture

Be human. Strategically reveal your imperfections. The greatest leaders aren't afraid to be fallible

Source: The Mind Gym: changing the way people think, feel and behave

Discipline is the bridge between goals and accomplishment. Jim Rohn

TRANSITIONING FROM ONE CAREER (or Job) TO ANOTHER

Towards the end of June I was interviewed for Forces Radio (BFBS) <https://www.forces.net/radio> which is a worldwide radio station for Her Majesty's Forces. The interview was about service leavers and employment opportunities in the social care sector. It was an opportunity to promote my company Dosh www.dosh.org and my organisation Thera www.thera.co.uk too.

It reminded me of a blog post I had previously put together on my top 20 tips for transitioning from my career in the army to a career supporting adults with a learning disability. I have shared this a number of times with people in my network, who are due to leave the forces, and I wanted to share it again on my blog, to highlight what worked for me and what didn't during what can be a challenging process.

For this blog post I have edited my top tips so they work for any career change (or job change), have I succeeded?

My personal Top 20 Tips

1. To understand that your first appointment in your new career might not go well
2. Not to put all your eggs in one basket and have a range of options and ideas open to you
3. Learn the organisation's language or jargon as quickly as possible
4. Assess the dress code. Each profession has a different one
5. Play to your strengths, for example. Be responsible and accountable, put others first, have pride and discipline in your work, see work through to its successful conclusion, work hard, be committed and show loyalty to the company
6. Decide at the outset what it is you want to achieve. Is this a new career where you want to progress to the top or do you just want this to be a job? Whichever you choose work towards it
7. Application forms are important for new jobs. Applications & qualifications get you the job interviews - your personality, character and assessment at interview get you the job
8. Be prepared to work hard to get up the ladder again. It will happen quickly if you remain competitive because, more often than not, your competitors are not
9. Network, network and network some more – never miss an opportunity. Consider digital marketing in all its forms
10. Sign up with as many agencies as possible (there are lots of agencies on LinkedIn)
11. Raise your profile and enhance your CV/application form and consider being a Non Exec Director/Trustee of a charity
12. Join Institutes such as IOD, CMI, ILM
13. Gain a qualification a year and audit your current ones. Are they recognised in your chosen sector – do they match or carry weight with what you want to do?
14. Learn word perfect the values, aims and objectives of where you want to work
15. Your appearance is important and you will be judged for it. Smarten up and take care of your personal grooming. Look smart, feel smart! Look the part, feel the part!
16. The importance of referability. You want great people to speak to great people about you! So turn up on time, do what you say you are going to do and remember to say please and thank you

17. Be strategic with your planning – decide the direction you want to go in then seek out training and qualifications that will help you hit the ground running. Employers will love your CV if you do.
18. Do the work you were always meant to do! This is my story
<https://leadershipintheraw.org/2016/07/27/do-the-work-you-were-always-meant-to-do/>
19. There will be many leadership lessons you will have learned in your previous career or job, take them into your new career too, here are mine
<https://leadershipintheraw.org/2014/10/08/24-leadership-lessons-from-24-years-in-the-army/>
20. Aim high! Think big, be big and do big!

Source: Steve Raw www.leadershipintheraw.org