

LEADERSHIP – COACHING AND MENTORING PACK

August 2018

(Established 2006)

Welcome to this month's edition:

I recently wrote a new post in my 'Being Bettina's Dad' series whilst on holiday sitting; on the decking of our lodge. Being with Bettina always puts life into perspective and reminds me of what is important. Bettina teaches me so much and this particular piece is about her approach to relationships.

This month, as part of Damian's Piper series (from Effective Challenge <http://effectivechallenge.com>) Damian discusses 'Team trust and openness - awkward topic or team enabler? Why does it matter?'

My Top three picks from Ted.com. Each month I search through Ted.com for inspiring presentations for you; so you don't have too. I have included three in this issue which I personally recommend:

- DE-CLUTTERING YOUR MIND. With so much going on in our lives how can we clear our minds and gain real clarity in order to become less stressed and more productive? Jamie Smart shows us how in this month's edition.
- STAND OUT FROM THE CROWD. How to make yourself, what you do and your company memorable. "The formula of telling everybody how great you are with your state-of-the-art solutions, commitment to customer service and best prices in town just won't cut it," says marketing expert Lauron Sonnier, author of 'Think Like a Marketer'.
- THE LEADERSHIP COMPASS. Professor Jonathan Perks' compass model represents his eight ingredients for leadership and followership.

I was somewhat relieved to receive my printed copy of USA's Success Magazine this month. After a restructure they have now gone to a quarterly edition. I can now stop pestering WH Smith assistants, asking them where my copy is (as Joyce calls it 'my comic'). I have included some of their tips and guidance for you from the current issue and some from the regular emails they send me.

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

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It's not about how good you are,

It's how good you want to be!

Being Bettina's Dad – Bettina's approach to relationships

Sitting on the decking of our holiday lodge taking in the evening view, as the sun gently goes down, Bettina puts her arm around my shoulder. We are on our family holiday and life could not be better. Bettina has come a long way from the days when she couldn't tolerate eye contact and avoiding physical contact - a simple form of affection such as a hug being too painful for her. Bettina was unable to verbally communicate until she was 11 due to her severe autism and also her complex communication needs.

Bettina always needed to, and still does, work harder than the rest of us with her relationships as she makes connections to express her feelings and relate to people. Where do you start when your world is a ball of confusion and you are not sure why and what you can do about it. We know of this confusion because her family have been by her side every day of her life (and we always will be).

"When someone loves you, the way they talk about you is different. You feel safe and comfortable."

— Jess C. Scott, The Intern

For those who know myself and Joyce (my wife), it probably won't come as a big surprise that a few months after we were married, we sat around our dining table in our new home in Plymouth and discussed the relationship we would have with our future children (and hopefully the relationship they would have with us). We had this discussion before they were even born! In our minds we were always going to have children and we were determined to have:

- A family philosophy (we now have a hashtag for this #livelikearaw and a similar Twitter handle).
- A culture (how we do things around here) which is democratic. I was asking Jennifer, our oldest daughter, her opinions from a very early age. On one such occasion a brother in law listening into a conversation we were having, said "Steve she is only 2!"
- A set of rules that would apply equally to each of us that would cover: Respect, Privacy, Good Manners, Etiquette and a Positive Regard for each other.
- A set of standards which both Joyce and I would honour: Primarily our children would come first and be at the heart of everything we did which has included: Career decisions, house moves, types and location of holidays and budget decisions. Our world truly revolves around our daughters and they are good with that!

We had a plan and (since 1985) we have kept to it with only a few tweaks when Bettina was diagnosed with autism and a learning disability when she was 18 months old. Fundamentally nothing has changed in our family relationships.

We think we have got it right (so far) but that doesn't mean we can't learn about relationships, especially making connections, and we are constantly learning something new from Bettina which enriches our lives.

Bettina's connections, feelings and relating to people

So, how does Bettina form relationships and make connections? How does she express her feelings to those who are significant in her life? How does Bettina relate to the people she wishes to have a relationship with? Bettina achieves this by:

- Having no pre conceived views or prejudices towards people who come into her life. It really is down to you to make an impression if you are going to get her attention.
- Relationships have never come naturally to Bettina, so she actively seeks them out.
- Bettina will always need to have someone by her side. How did our relationship evolve over the years so that new experiences no longer fazed her? I believe it had everything to do with 'Trust'..... <https://leadershipintheraw.org/2015/07/28/being-bettinas-dad-trust-is-a-gift-you-must-earn/>
- Not holding back her emotions. If she warms to you she will express this with her smile and her eyes smile too!
- Having an unconditional love for the people she has relationships with. You only have to see Bettina's reaction when her PA (Donna) arrives at our home to support her.
- Emotional intelligence. Bettina is super sensitive to your feelings and can pick up on how you are feeling, and she works hard to self-regulate her behaviour. Bettina has a gift for empathy and empathises with those she has bonded with.

"Why is it," he said, one time, at the subway entrance, "I feel I've known you so many years?"

"Because I like you," she said, "and I don't want anything from you."

— Ray Bradbury, Fahrenheit 451

We had the best family holiday; we are happy family and we are great friends too. So how do you follow a good holiday? Well apart from booking another holiday you do more fun stuff together in between. This weekend we paired off. Joyce and Jennifer took in a show in London (Jennifer's birthday present for Joyce) and Bettina and I hit the beach, shops, cafés and a restaurant in Essex.

It was lovely to see the reactions of people to Bettina when we visited the seaside town together. Some of the people whom she has formed relationships with and who had not seen her for a few weeks were so pleased to see her.

"You can talk with someone for years, every day, and still, it won't mean as much as what you can have when you sit in front of someone, not saying a word, yet you feel that person with your heart, you feel like you have known the person for forever.... connections are made with the heart, not the tongue." C. JoyBell C.

When I look back on my life and think about what I am most proud of, it probably won't be about the positions I achieved in my careers, the size of my house or how much money I earned. It will most likely be about the quantity and quality of my relationships. I think I can also speak for Joyce (especially as Joyce proof reads (and edits) my blog posts) when I say, our proudest achievement is the relationship we have with our daughters and their relationship with us.

Source: Steve Raw www.leadershipintheraw.org

THE FIVE CONSTRUCTS OF EMOTIONAL INTELLIGENCE

1. Self-awareness: the ability to know one's emotions, strengths, weaknesses, drives, values and goals, and to recognise their impact on others while using gut feelings to guide decisions

2. Self-regulation: controlling or redirecting one's disruptive emotions and impulses, and adapting to changing circumstances.
3. Social skill: managing relationships to move people in the desired direction.
4. Empathy: considering other people's feelings; especially when you are making decisions.
5. Motivation: being driven to achieve for the sake of achievement.

Source: Daniel Goleman

"Calm is a super power"

Team trust and openness - awkward topic or team enabler?

Why does it matter? There are multiple reasons why this topic merits consideration. The quality of relationships, personal and team resilience and the quality of decision-making are just a few.

In my experience, when first asked about levels of trust and openness within a team, people can feel awkward about saying what they really believe. This results in an over estimation of how good things really are. So, how can you become more informed?

When you step back it's a fair observation that trust and openness are a foundation of high-performing teams. That's certainly my experience. Patrick Lencioni argued the case well in his excellent book *The Five Dysfunctions of a Team*.

Trust and openness will mean different things to different people. Perhaps that's because the presence of it is an intangible thing. It's not that surprising when you think about it, as it's based on feelings and emotion. To help with an assessment it can be insightful to look for evidence of things that typically happen when trust and openness exists. Here are three areas that you could explore:

- **Area one - feedback to each other**

When was the last time you gave feedback to each other? In high-performing environments feedback isn't an event it's part of the way the team operates day-to-day, week-to-week, month-to-month. To achieve this you need good levels of trust. At the start, this can make some feel people uncomfortable. This can be about the process itself as well as the content. Consider using these two questions to get the ball rolling:

- ✓ What is one thing you value about a colleague?
- ✓ What is one thing they could adjust to increase their effectiveness?

Keeping question two positive, will help the recipient be in a better frame of mind to take action. Using feedback and using it regularly can help breakdown that initial awkwardness.

- **Area 2 - knowledge of people in and out of the workplace**

We are all human beings and as such internally we are not wired to neatly split our professional and personal lives. It therefore surprises me when I work with a team who know very little about the lives of each other. The relationships that have developed can feel transactional with little investment in understanding the person you are interacting with. Some of you reading this may be thinking, “why would I need to, we’re too busy. It’s the responsibility of the other person to manage their lives”. I’d suggest there is a better balance that could be struck in many of the teams I work with - why not share something that others don’t know about you? You might just find that someone has a real challenge in their personal life that that could explain their sometimes 'erratic' behaviour. Alternatively, you may find that you have skills or experience that the organisation lacks and are not being used.

- **Area 3 - ability to get decisions to stick**

Very often decisions that appear to get taken in meetings don’t get actioned on, once people leave the room. A common cause for this can be linked to people not trusting the team to actually say what they really think and feel about situations. Creating an environment where people do feel like they can speak out can have a dramatic effect. This can take courage though as well as real discipline from everyone to not shout people down when they have alternative points of view. Stepping back and asking as a team how comfortable people feel to speak out is an interesting exercise. Depersonalising the approach can have more effective results. For example, asking the question, how could we improve our team environment to draw out different views and opinions more effectively?

- As a team, the three areas will give you more rounded indicators of trust and openness. Using a third-party to help facilitate the conversations can be beneficial too. The key characteristic is that this person is independent and people feel they can open up in front of them.

Have a go at assessing trust and openness in your team. As always I’m interested in how you get on.

Source: Damian Piper damian@effectivechallenge.com

“Failure is a lesson learned. Success is a lesson applied.” www.YourPositiveOasis.com
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My Top three picks from Ted.com

Each month, I search through Ted.com for inspiring presentations for you so you don’t have to. Here are three which I personally recommend to you:

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

We get stronger, not weaker, by engaging with ideas and people we disagree with, says Zachary R. Wood. In an important talk about finding common ground, Wood makes the case that we can build empathy and gain understanding by engaging tactfully and thoughtfully with controversial ideas and unfamiliar perspectives. "Tuning out opposing viewpoints doesn't make them go away," Wood says.

"To achieve progress in the face of adversity, we need a genuine commitment to gaining a deeper understanding of humanity."

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

Reality isn't something you perceive; it's something you create in your mind. Isaac Lidsky learned this profound lesson first-hand, when unexpected life circumstances yielded valuable insights. In this introspective, personal talk he challenges us to let go of excuses, assumptions and fears to accept the awesome responsibility of being the creators of our own reality.

https://www.ted.com/talks/kelly_mcgonigal_how_to_make_stress_your_friend?referrer=playlist-the_most_popular_talks_of_all

Stress. It makes your heart pound, your breathing quicken and your forehead sweat. While stress has been made into a public health enemy new research suggests that stress may only be bad for you if you believe that to be the case. Psychologist Kelly McGonigal urges us to see stress as a positive and introduces us to an unsung mechanism for stress reduction: reaching out to others.

Make it your business to know yourself, which is the most difficult lesson in the world. - Miguel De Cervante

STAND OUT FROM THE CROWD

How do you make yourself, what you do and your company memorable?

The formula of telling everybody how great you are with your state-of-the-art solutions, commitment to customer service and best prices in town just won't cut it, says marketing expert Lauron Sonnier, author of Think Like a Marketer. She recommends the following tactics to make yourself or your company stand out:

1. **Do different things.** "It's easy to stand out when you do something no one else is doing," Sonnier says. "To beat your competition, you can't just be a little better than they are. You have to do something different to them."
2. **Do things differently.** "This is where you demonstrate your understanding that the "how" can be more important than the "what," she says. Add a special touch of class, elegance, humour or spice that makes even the common seem special.
3. **Stir emotions; spread happiness.** When you stir positive emotions such as joy, inspiration or peace of mind you send the message 'there's more where that came from', Sonnier says, and they'll keep coming back for more.
4. **Be consistent.** The three aforementioned methods of standing out will only work if they are consistent. "Whatever it is, however seemingly insignificant, if it always happens or never happens you have developed an identity that people can count on and will talk about."

From the US Success Magazine

He who gains a victory over other men is strong; but he who gains a victory over himself is all powerful. - Lao-Tzu

How to stay level-headed

The mental-health campaigner Ruby Wax shares her tips on dealing with anxiety:

- Realise that your inner critical voice cannot be silenced completely – an internal nag will always be there. Once you've accepted that, it's easier to keep negative thoughts in perspective.
- It's a cliché, but exercise really does help. It doesn't have to be high intensity – slow activities such as Pilates or Tai Chi allow you to connect your mind with the sensations in your body. This will lower your cortisol and adrenaline levels, reducing stress.
- Find something that will always take you back to your base line. Listening to a song; looking at a photograph; even thinking about the feeling of your feet on the floor.
- Breaking your mind's routine is a good way of exercising the brain. It needn't be a big change: just walk to work a different way, or sit in a different seat. Mental work-outs keep your brain sharp and fit and have been proven to stave off depression.

Source: The Sunday Telegraph and 'The Week'

How to deal with the unexpected

In life, the winds of circumstantial change blow on us all in an unending flow that touches each of our lives. It's one thing to create change. It's another thing—often unavoidable—to have change thrust upon you when you don't expect it.

We all experience the blowing winds of change. Yet some of us still manage to reach our intended destinations. What guides us to different shores is determined by the way we have chosen to set our sails. The way that each of us thinks makes the major difference in where each of us arrives.

Unforeseen circumstances happen to us all, we have disappointments and challenges. We all have reversals and those moments when, in spite of our best plans and efforts, things just seem to fall apart. Challenging circumstances are not events reserved for the poor, the uneducated or the destitute. The rich and the poor have marital problems. The rich and the poor have the same challenges that can lead to financial ruin and personal despair. In the final analysis, it is not what happens that determines the quality of our lives; it is what we choose to do when we discover that the wind has changed directions.

When things change, we must change. We must struggle to our feet again and reset the sail to steer us toward the destination of our own deliberate choosing. The set of the sail—how we think and how we respond—has a far greater capacity to alter our lives than any challenges we face. How quickly and responsibly we react to adversity is far more important than the adversity itself. Once we discipline ourselves to understand this, we will finally and willingly conclude that the great challenge of life is to control the process of our thinking.

Learning to reset the sail with the changing winds rather than permitting ourselves to be blown in a direction we did not purposely choose requires the development of a whole new discipline. It

involves working on establishing a powerful, personal philosophy that will help to positively influence all that you do, think and decide.

If you succeed, the result will be a positive change in the course of your income, lifestyle and relationships.

Source: Jim Rohn inside USA's Success Magazine

"Ninety nine percent of failures come from people who have the habit of making excuses." George W Carver

Steps to getting the most out of mentorship

Most of us have had informal mentors throughout our lives – parents, teachers or former bosses. In business it's important to be intentional about seeking mentors who can help us polish our skills, navigate obstacles and ultimately achieve our goals. Here are some tips on how to achieve this:

- Determine your goals; what you seek to learn from a mentor and traits you like in that person.
- Look for candidates; starting with people closest to you – family and friends – and more outward to people in your extended network and then to those with proven business success you want to emulate.
- Tap mutual acquaintances for recommendations; sources may include your chamber of commerce's businesses publications and professional organisations. Don't be shy about approaching people who are very successful in your industry (remember that most people find satisfaction in passing on their wisdom) - but do be respectful of their time.
- When you've chosen your mentor/mentors, reach an agreement about your objectives; how often you'll meet, what happens if the relationship doesn't work and what should remain confidential.
- Be open, ask for frank and honest feedback and use it constructively.

Source: USA Success Magazine

"Respond intelligently even to unintelligent treatment."

FAST TRACK TO..... DE-CLUTTERING YOUR MIND

With so much going on in our lives how can we clear our minds and gain real clarity in order to become less stressed and more productive? Jamie Smart shows us how:

Recognise the source of all mental clutter; Thinking

All mental clutter is created from thinking. While it can seem as though mental clutter is coming from your to do list/email inbox/staff/balance sheets/colleagues etc. none of those things can take up space in your head without you thinking about them.

Discover your minds self-clearing capacity

A survey of senior executives asked "When do you get your best ideas?" The top three responses were in the shower, on holiday and travelling to and from work.

Why is this?

Your mind is a self-clearing system; clarity is the set point it's designed to return to. So what gets in the way? - The outside-in misunderstanding.

Acknowledge the outside-in misunderstanding

We're always living in the feeling of our thinking, moment to moment but it often appears as if our feelings are coming from something other than thought (e.g. our circumstances, past events, other people, the future etc.). This 'outside-in' misunderstanding fills up our heads with extraneous thoughts.

Benefit from the power of insight

The moment you realise you're feeling, you begin thinking in the moment and your mind's self-clearing process starts kicking in. Insight is a natural function of the mind and the source of innovative ideas and creative solutions.

Stop trying to clear your mind

When you try to clear your mind using techniques it blocks your self-clearing function. Just as a muddy pond clears because clarity is the water's natural state, your mind will clear because clarity is your mind's natural state.

Follow your intuition, your inner guidance system

If it occurs to you to take a break or go for a walk, great! That's your intuition, your inner guidance system, helping you get clarity. As you get more attuned to this inner guidance system you'll find yourself intuitively knowing how best to support your mind's self-clearing function.

Realise you have what you need within you

Clarity of mind is the gateway to the 'deep drivers' behind success in business and in life. These drivers (such as presence, resilience, authenticity and innovation) are innate qualities. They're available to each of us when our mind isn't cluttered with misguided, outside- in thinking.

Understand the principles behind clarity

Clarity is the key to high performance and the results that come with it. When you've got nothing on your mind you're free to give your best. The key to having more clarity more of the time is simple; get a better understanding of the principles that govern your mind's self-clearing capacity.

Source 'Clarity: Clear Mind, Better Performance, Bigger Results by James Smart is out now (John Wiley and Sons Ltd)) and the ILM's Edge Magazine.

ASSESSING RISK

To laugh is to risk appearing the fool

To reach out to another is to risk involvement

To place your ideas, your dreams before the crowd is to risk their loss

To live is to risk dying

To try is to risk failure

But the risk must be taken, because the greater hazard in life is to risk nothing

The person who risks nothing, does nothing and is nothing

He may avoid suffering, but he simply cannot learn, feel, change, and grow, live

Chained by his certitudes, he is a slave

Only a person who risks is free

Take a risk!

5 ways to be more confident in your decisions

Overanalysing every decision you make is a terrible habit to fall into that we're all guilty of. If you feel uncertain about choosing, guess what? You'll just keep thinking about it.

The first step is taking control.

This week, take advantage of your ability to make better decisions. Instead of overthinking every detail, possibility and outcome, learn when to trust your gut:

1. **Don't Sweat It** This week, cut the small, time-sucking decisions from your routine. Plan your meals and outfits the night before and allow yourself to focus on more important tasks.
2. **Decompress** Struggling with a particularly difficult problem? Step away from it and try something else, racking your brain will only increase stress and decrease productivity.
3. **Just Go** Do you overanalyse even the smallest decisions? Stop waiting and make the first move. There will always be opportunities to adjust along the way.
4. **Remember Your Why** Write down the best decision you've ever made. Put it somewhere visible, such as on your nightstand or bathroom mirror. Remind yourself of the choices that brought you to where you are today.
5. **Practice Happiness** Jot down the top three uplifting things that happened today. Do this for three days and take note of your increased ability to see the positive side of every situation.

To Your Success (and Growth),

Source: The SUCCESS Team (USA's Success Magazine)

"Life is not like water. Things in life don't necessarily flow over the shortest possible route" Haruki Murakami

THE LEADERSHIP COMPASS

Professor Jonathan Perks' compass model represents his eight ingredients for leadership – and followership:

1. IQ represents not just conventional intelligence, but also wisdom. Perks says: "It's not just about being academically bright; it's also about how you tap into the wisdom of the people around you and your own experience."
2. Presence is next on the compass, and means an individual's personal power, "If you're present with everybody you're with and fascinated by them, they'll think you're amazing and remember you long after you've gone." Perks explains
3. EQ represents emotional and social intelligence. "It's really about common sense." Perks says. "It's about your ability to deal with stress, read yourself and other people, and manage relationships well."
4. Appreciation is next, and means appreciating your own strengths and those of others. "It's not about sugary over-pumped-up appreciation it must be genuine," explains Perks.
5. MQ represents moral quotient, which means your integrity values and beliefs. "Leaders without any integrity or honour are not leaders," Perks says "People will never trust them."
6. Passion is the extent to which leaders inspire their followers by demonstrating passion. "(Passionate Leaders) inspire people to do things they wouldn't otherwise want to do," Perks says
7. SQ, or spiritual quotient, is "not about God," says Perks. "It's about creating meaning and purpose, and giving the people they're with a sense of why they're doing what they're doing."
8. Service is the final point of the compass and is about serving to lead, says Perks "If you have a sense of service for your customers, you will be a great leader."

From CMI's house magazine 'Professional Manager

Ten steps to getting someone to make the decision you want

1. Be absolutely clear on your point. Many people try to influence on too many things and lose focus.
2. There are three ways to influence: delivery of fact, persuasion by showing benefits, then true influencing which involves honesty and negotiation.
3. Start with basic delivery of fact if it's more comfortable.
4. True influencing involves helping decision-making, so both sides win. People don't like to be persuaded; they feel they've given in.
5. Empathy is vital. Ask open questions, listen and try to truly understand the person. You need to know what makes the person tick, so engage.
6. Remember the benefits, not the features. Link appropriate benefits to inspire them.

7. Confidence makes decisions easier: Believe in yourself and your proposal and build their confidence in you and in their decision.
8. Make it the easiest decision they've ever made. Complication puts people off.
9. When communicating any point, three and five are magic numbers. Anymore and people go cross-eyed.
10. Don't give a single option, they'll have to choose yes or no. Give them three options – human behaviour dictates they'll take the comfy middle one, not the cheap and risky one or the posh and expensive one.

By Catherine Adam, Management Consultant for the Chemistry Group

Stand up for what is right even if you Stand Alone.

SEIZE THE DAY

Tips to help you pounce on opportunities as they arise:

1. **Leverage your strengths.** Use every available tool including assets, experience, skill sets, specialised knowledge and relationships. Recruit others who can fill in the gaps in your strengths.
2. **Seek synergy.** Establish partnerships whereby the results transcend those of normal relationships.
3. **Stay flexible.** Don't schedule yourself so tightly that you can't accommodate whatever the world throws at you. Go with the flow but say no when necessary to maximise your freedom of movement.
4. **Embrace change.** Accept its inevitability. Meet it head on, keep pushing ahead and always look for the silver lining. If you always do what you've always done, you'll wake up someday and the world will have evolved without you.

Source: Laura Stack, productivity expert, speaker and author

"When you are content to be simply yourself and don't compare or compete, everybody will respect you." Lao Tzu
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