

LEADERSHIP – COACHING AND MENTORING PACK

March 2019

(Established 2006)

Welcome to this month's edition.

One of the many pleasures of putting the monthly Leadership Pack together is that our leadership network continues to grow. Our subscribers cover so many fields of expertise from Social Care, Education, Defence, Security and Big Business' as well as Thought Leaders ; they include colleagues and former colleagues from both my careers. Some of our network have provided us with excellent posts, comments and links for March's copy. My thanks to Damian, Simon, Phyl and Meike for taking the time to share their thoughts, learning and ideas.

Damian Piper our Performance coach and consultant starts this edition with **Feedback - potential enabler?** "For many people, March represents the end of the reporting year. Closing out the year's objectives and thinking about feedback for appraisal discussions, either as the appraisee or appraiser." Damian argues you need to take personal responsibility to determine what to do with the feedback.

I highly recommend the post from Simon Bailey, Managing Director for LSP Leadership (a world wide leadership organisation): **Leadership of the Big 'S'** "To borrow from John Kotter and the IPPC- we surely have all the evidence we need that 'our iceberg is melting'. Whilst the necessary behavioural changes to adapt are underway, progress is slow. Why? The answers are many and varied."

I have included our Eight Pillars of 'TRUST', which I was inspired to write during a long drive to the South West of England to interview new team members.

I am one those people who often buys books based on the picture and/or endorsements on the jacket. My last article has both to entice you to read it. The endorsement: **"These leadership lessons should be framed and hung on every leader's office wall."** Is that sufficient to get you to dive into this month's 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 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



Feedback - potential enabler?

For many people March represents the end of the reporting year; closing out the year's objectives and thinking about feedback for appraisal discussions, either as the appraisee or appraiser. Firstly a caveat, I'm a fan of feedback as an input to our performance assessment. I make the distinction of it being input as many people believe feedback is an instruction. I'd argue you need to take personal responsibility to determine what to do with the feedback. It might be you want a plan to tackle an area of your performance you'd like to improve. It might be that you recognise the feedback and decide not to do anything differently. This, of course, could mean you need to consider the consequences both good and not so good. Here are three areas to mull over when thinking about what to do.

It's an opinion

It's very often the case that feedback is based on opinion not fact yet I see numerous examples, when coaching people, where they take something said in feedback as fact. Often hanging on to a faulty belief for a significant period of time. Make sure you step back from feedback and develop an objective view of what has been said. This isn't to say that opinions are not valuable. They certainly can be. Just be mindful that others might see things from a very different perspective and give you different feedback on the same situation. It can be helpful to get a range of inputs on a particular subject (including your own self-assessment) and then work out what you might do.

Variables of the appraiser

Linked to above is the fact that the appraiser's opinion is based on a host of variables that we often don't take into account when reading or listening to what they have to say. Here are some examples:

- What mood they were in when thinking about the feedback to give you? Objectively we can appreciate that when someone is stressed or perhaps just hungry their outlook and mood will change. This is likely to impact how they view your performance.
- The amount of time they have allowed themselves to consider what to say or write. That includes the preparation, the time to give the feedback and the follow up afterwards.

- The appraiser's past experience and value system. When assessing your performance the appraiser will naturally draw on their own experience and values. Their circumstances are unlikely to be an exact match for your circumstances. Stephen Covey the author of the Seven Habits of Highly Effective People, used to call this giving 'feedback' from your own autobiography. It's potentially dangerous and full of pitfalls for the appraiser and appraisee.

Competence of the appraiser

Some people put their line managers' opinion on a pedestal. There are a host of reasons for this from how the person was brought up (respect the seniors) to fearing the negative consequences of not doing what the person tells you (if you don't do 'this' you won't get your promotion). I'm not suggesting it's wrong to do this. You need to make up your own mind about that. I would ask you to factor in that many line managers just aren't very good at giving feedback; perhaps due to inexperience, clumsiness or in worst cases feelings of jealousy and spitefulness. My basis for saying this is the time I spend working with people in coaching sessions who have suffered a knock to their confidence as a result of some poorly executed feedback.

So whether you are the appraiser or appraisee take the responsibility seriously when it comes to feedback. It's a brilliant opportunity to suppress or make the most of potential. Good luck.

Damian Piper

Performance coach and consultant

www.effectivechallenge.com

Stay connected with my latest Blog posts:

<http://effectivechallenge.com/stay-connected-with-latest-thinking/>

"Rest is not idle, is not wasteful. Sometimes rest is the most productive thing you can do for body and soul" Erica Layne



Leadership of the Big 'S'

To borrow from John Kotter and the IPPC we surely have all the evidence we need that 'our iceberg is melting'. Whilst the necessary behavioural changes to adapt are underway, progress is slow. Why? The answers are many and varied.

One key lever we have to influence the speed of change is our role as leaders. Many of us remain leaders in waiting. We are either not yet clear enough ourselves as to the difference we want to make in achieving a more rapid transition of our society and economy, or otherwise held back when it comes to stepping up. Yet the need to answer the key question of what we want our impact to be

has never been more relevant or important to us; not least for own sense of contribution and fulfilment, but also for the health of our planet in the short and longer term.

To be clear, by leaders, we mean any and all who have influence - not only those in traditional, formal leadership roles. From teachers, those in the caring professions, not-for-profits, civil institutions, for-profit corporations and Government; we all have power and influence should we choose to use it.

So much more can be achieved through our enhanced conviction. Conviction derived by connecting to who we really are, understanding clearly what most matters to us and re-connecting to our personal sources of pride, inspiration and energy. This allows us to bring much more of our conscious, wisest self to what we do.

We have been struggling to make progress in our leadership impact in the transition to a sustainable society, or to the big 'S' of sustainability as we call it. (The small 's' of sustainability being our personal ability to sustain ourselves optimally, in order to bring the best of us to our work; with mutual dependence between the two).

With the help of colleagues, friends, clients, our own coaches and supervisors LSP Leadership wanted to learn what key elements in our leadership needed to change to make a bigger difference and free us to act more courageously.

The answer was Clarity

We found that we needed greater clarity in our aim to work with leaders who are grappling with how to align themselves and their organisations up to deliver the transition we are talking about. The question in essence being - what is it that you want to achieve, and why do you want to do this?

Investing the time to work out what this is for you is crucial. In our coaching with clients, often senior leaders speak of the legacy they want to leave and how best they can to 'give back'. In order to enact the necessary change to lead both the big and small 's' transition, we need to be proactive in identifying our clear aims and desired impact from today. Not to continue with business as usual.

Deriving this clarity for ourselves has brought us an energy, greater confidence and determination from which to act more boldly.

I would argue that you know instinctively when you see and hear a person who is speaking genuinely on something they care about. They speak with a belief and congruence. Remember the impact this has. When we have been able to replicate this in our work, the impact we achieve is directly in proportion to the level of belief and congruence. You can feel the words resonate with strength when you are at your best and there is no doubt that something will change.

Paradoxically we have also observed that it is not only honest, but essential to be clear when you do not have an answer. For many leaders, the realisation that they do not, or are not expected to know the answer, comes as a relief. It frees them to be more humble, curious, ask searching and demanding questions and get the best of their colleagues. This strengthens you as a leader who can get things done.

Coaching one leader recently, his relinquishment of needing to be a subject matter expert as the team leader, led him to really question the purpose of some of the team's core activity. The result...30 people re-deployed onto more meaningful work. How you show up matters, your mood, approach and style all impact your ability to achieve what you have set out to do.

We can't expect others to change unless we ourselves lead by example. Having clarity of our own desired impact brings greater personal fulfilment. It is worth the time investment. It accelerates the transition to the big 'S', and it is down to you and I. It asks us to fully connect to who we truly are as human beings, and then challenges us to bring our wisest self to all that we do.

<https://real-leaders.com/do-you-have-the-courage-honesty-and-fun-to-be-a-real-leader/> and also <https://www.lspleadership.com/do-you-have-the-courage-and-honesty-to-be-a-real-leader/>

LSP Leadership's purpose is to lead sustainable performance of individuals and their organisations.

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"The world will not be destroyed by those who do evil, but by those who watch them without doing anything" Albert Einstein

'TRUST 'doing what is right over doing what is easy'

On a recent long journey to conduct recruitment and selection of new team members, I listened to a USA magazine Success CD from 2012, the discussion was about 'Trust'. The interview was with David Horsager and what David said resonated with me. Trust is an attribute which the Dosh business model is built on.

Dosh Ltd www.dosh.org is a non-profit organisation that supports people with a learning disability to be in control of their money. Dosh provides corporate appointeeship, financial advocacy, account management and money check services for 1000 people, partnering with nearly 200 different care and support providers across England, Scotland and Wales.

We believe that we have significantly grown in the last 10 years because people who engage with our company trust Dosh – we currently receive (on average) over 20 referrals a month. For us trust in our company is having a 'confident belief' in what we do.

For our Business Plan for 2019/20 we have made commitments and endeavours to the people we support and those who have a stake in our company. During this business year we will enhance our 'Trust Edge' as part of our 'Competitive Advantage'.

Some people think trust is a soft skill, but if an organisation makes a serious mistake through a breach of trust it can easily become a commercial crisis or even a disaster which, without exception, will hit your bottom line! Still think it is a soft skill?

Here are our 8 pillars of Trust, adapting the headings from the 'Success' magazine interview:

1. Character

For Dosh this means doing what is right over what is easy and each team member has this characteristic, staying true to our values, doing what is right. There are often occasions when

colleagues are up against it and the situations can feel insurmountable, it is always at this point they find the energy and determination to persevere, to get the best outcome for the people they support.

We are also honest about our failures and successes and learn from them. This is part of our leadership way: <https://leadershipintheraw.org/2014/09/25/leadership-the-dosh-way/>

2. **Compassion**

All team members think beyond themselves when they think about their work and how they will support people and their colleagues. They care! Our team members write stories for our Board of Directors (and we share them on our website) about how they have made a difference in another person's life through their work.

3. **Clarity**

We are clear about what our mission is: "to support people to be more independent and have more control over their money" and we share our 'Dosh Promise':

<https://www.youtube.com/watch?v=0vAJbvcnvug> a set of standards by people with learning a learning disability and which we are assessed on by the people we support as part of our Annual Review. People know what is included in our service and we detail this in our Information Guide and on our website. All our policies, procedures, fact sheets and protocols are written in plain English format to make it accessible to everyone.

We are clear about the benefits of our support and service to people with a learning disability.

4. **Consistency**

I was sitting in an international renowned fast food outlet this morning (you know the one), thinking about the importance of consistency and trust. I thought about my visits to their restaurants in: Hong Kong, Singapore, Berlin, Belfast, Brussels and Colchester. When I eat their mini apple pie they always consistently burn my mouth! I trust them to do this.

Dosh work to a number of key performance indicators (KPIs) which our team members regularly report on and which our Board of Directors monitor and evaluate. We think the KPIs are based on what people we support think are important to them. Working in this way ensures we consistently support people across the country to deliver the same service.

I have found people trust sameness. Little things done the same can have the biggest impact – they all add up.

5. **Competency**

You will not be surprised to read that supporting people with welfare benefits is complex. Government changes are fluid and if we are to support people to maximise their money, it is important our team members are not just recruited for their values and positive attitudes, they must be competent and therefore having the knowledge to do something really well.

Our Financial Advocates often come from a Banking and or Benefits background. They take their continued professional development seriously: staying fresh, relevant and capable. They know how to share their learning with those they support.

As a company we publish a (free) quarterly Dosh Newsletter to those who have an interest in supporting people with their money: <https://leadershipintheraw.org/2019/01/02/dosh-winter-newsletter-2018/>

6. Contribution

It is not enough to just be busy. To build trust you need to contribute and our team members' contributions are their results for the people they support:

- During our Annual Reviews in 2018 – 97% of people we support said they were happy with Dosh Support and 98% of people told us they can choose how they spend their money to do the things they want.
- Migrating from Disability Living Allowance (DLA) to Person Independent Payments (PIP) the team has gone up by 350K for people supported
- The weekly income for new people supported have risen by £51.62 per week
- And their savings increase by £4,616, in their first year of support with Dosh.

7. Connection

It is not enough to just communicate with people; we also need to connect with them. So we prioritise building trust with the people and communities we work with. We devote time to building relationships which we hope will last for many years. We do this by becoming part of a person's circle of support (their network) and we speak up for people when they can not speak for themselves.

We also seek out collaborations with other organisations.

8. Commitment

Our team members have a selfless commitment to the people they support, standing with them through adversity. They care about what is really needed and as a company we find ways to measure this trust through our Annual Reviews.

In addition to our Business Plan, we are going to launch a major project in April – 'Project 2000', part of our five year strategic direction. We will carry on building on our Eight Pillars of Trust.

How to put this into practice

(With thanks and gratitude to 'Civil Society Futures – Independent Enquiry')

Maximise trust:

- Notice when you're taking or avoiding risks. Ask what you would do in that situation if you were ten times braver.

- Understand how to gain trust and acceptance within different spaces and communities.
- Make time to seek out different perspectives and views and to listen deeply.
- Admit when you don't know, and ask for support.

More thoughts on 'Trust'

By Damian Piper, Effective Challenge why does it matter? There are multiple reasons why this topic merits consideration. Quality of relationships, personal & team resilience and the quality of decision-making are just a few. In my experience when first asked the question 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? <https://leadershipintheraw.org/2016/03/15/team-trust-and-openness-awkward-topic-or-team-enabler/>

Bettina, my youngest daughter, copes with a learning disability and autism. Bettina will always need to have someone by her side, so how did our relationship evolve over the years so that new experiences no longer faze 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/>

Source: Steve Raw

Simon Sinek - "First why and then trust" <https://www.youtube.com/watch?v=4VdO7LuoBzM>

"It's the mark of an educated mind to be able to entertain a thought without accepting it" Aristotle

A few words from Meike Beckford for

'Doing Core Values'

This presentation was recommended to me on my Executive MBA Business Ethics course (Cue many a joke about whether there is such a thing as business ethics!). It captures some important ideas about actually living your values as an organisation, not just using them as a marketing gimmick, but as a way to inform decision-making, strategy and growth. It prompts the question, how can we as leaders build and continue to shape a culture that enables everyone to enact the organisation's values both when it's easy and when it's difficult. We are starting a project on this currently at Dosh.

Bob Keiller 'Doing Core Values' <https://www.youtube.com/watch?v=ulWkN0k0MVE>

"The time of greatest gain in wisdom and inner strength is often the time of greatest difficulty"

Dalai Lama

My top 3 Ted.com picks for March

'Stop Managing, Start Leading' Hamza Khan

https://www.youtube.com/watch?v=d_HHnEROy_w

According to Hamza, managing millennials and knowledge workers the way we used to manage traditional factory workers can be disastrous. Speaking through his own experience of being managed and alternatively as a manager, Hamza makes the case that millennials must be lead, instead of managed and given autonomy to complete their tasks, so that they may grow and reach their full potential.

[Great leadership starts with self-leadership](#)

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

At TEDxUtopia, the question was asked: What would leadership in Utopia look like? To start with, imagine the best leader you have ever worked with. How did he or she get to become this type of leader? Leadership lecturer and former corporate executive Lars Sudmann argues that it's likely that they learned to overcome the "leadership formula of doom" and then developed themselves as a leader. In this funny and invigorating

Mel Robbins has had 17,228,573 views since 2011 on Ted.com for:

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

How do you get on the road to being happier? Start by setting your alarm for 30 minutes earlier than usual and not hitting the snooze button. The effort required to leave that warm bed and enter the world is the same amount of effort needed to shake up your life and make that elusive change. In this humorous and provocative talk, Mel Robbins explains how turning off our brain's autopilot and demolishing our comfort zones is key to a rewarding life.

(towards the end of Mel's presentation she mentions her 5 second rule, try it, it works – Steve)

No matter how educated, talented, rich or cool you believe you are, how you treat people ultimately tells all. Integrity is everything"

Shared by Phyl Maynard.....

<https://www.linkedin.com/pulse/great-bosses-passionate-everyone-matt-mover/>

[Great Bosses are Passionate to Everyone](#)

Matt Mover

Senior Business Consultant /Business Owner

Few things are more demotivating than a boss who is bored with his or her life and job my friends. If the boss doesn't care, why should anybody else that works for him? Unforgettable bosses are the opposite both passionate about what they do and how they coach and mentor. They believe in what they're trying to accomplish, and they have fun doing it along with others. This makes everyone else want to join the ride and rock out!

They sacrifice themselves for their people. Some bosses will throw their people under the bus without a second thought; great bosses pull their people from the bus's path before they're in danger. They coach, mentor and they move obstacles out of the way, even if their people put those

obstacles there in the first place. Sometimes, they clean up messes their people never even knew they made. And, if they can't stop the bus, they'll jump out in front of it and take the hit themselves. That's leadership my friends!

Great bosses play chess not checkers. Think about the difference. In checkers, all the pieces are basically the same. That's a poor model for leadership because nobody wants to feel like a faceless cog in the proverbial wheel. In chess, on the other hand, each piece has a unique role, unique abilities, and unique limitations. Unforgettable bosses are like great chess masters. They recognize what's unique about each member of their team. They know their strengths, weaknesses, likes, and dislikes, and they use these insights to draw the very best from each individual.

They are who they are, all the time. They don't lie to cover up their mistakes, and they don't make false promises. Their people don't have to exert energy trying to figure out their motives or predicting what they're going to do next. Equally as important, they don't hide things they have the freedom to disclose. Instead of hoarding information and being secretive to boost their own power, they share information and knowledge generously.

A great boss is a port in a storm. They don't get rattled, even when everything is going haywire. Under immense pressure, they act like Eugene Kranz, flight director for the Apollo 13 mission. In the moments after the explosion, when death looked certain and panic seemed like the only option, Kranz kept his cool, saying, "Okay, now, let's everybody keep cool. Let's solve the problem, but let's not make it any worse by guessing." In those initial moments, he had no idea how they were going to get the astronauts home, but, as he later explained, "you do not pass uncertainty down to your team members." People who've worked for an unforgettable boss often look back later and marvel at their coolness under pressure. That's why, 45 years after Apollo 13, people are still talking about Eugene Kranz and his leadership during that crisis.

Unforgettable bosses are human, and they aren't afraid to show it. They're personable and easy to relate to. They're warm. They realize that people have emotions, and they aren't afraid to express their own. They relate to their people as a person first and a boss second. On the other hand, they know how to keep their emotions in check when the situation calls for it.

Their work is truly a team effort, and their people feel accomplished when group goals are met. Since these bosses don't believe they are above anyone or anything, they openly address their mistakes so that everyone can learn from them. Their modesty sets a tone of humility and strength that everyone else follows.

Bringing It All Together

For many unforgettable bosses elsewhere and I think I'm one, things clicked once I stopped thinking about what their people could do for them and started thinking about what they could do to help their people succeed.

Inspire my friends. Teach. Protect. Remove obstacles. Be human. If you cultivate these characteristics, you'll become the unforgettable boss that your people will remember for the rest of their careers.

Thanks Phyl for sharing.

My take on Bosses: **[The Makings of a Good to Great Boss](https://leadershipintheraw.org/2016/01/29/the-makings-of-a-good-to-great-boss/)** -

<https://leadershipintheraw.org/2016/01/29/the-makings-of-a-good-to-great-boss/>

13 Life Rules to Keep You Motivated

(source: USA's Success Magazine)

We all have rules we live by. Some of them are inherent, such as smiling when walking past a stranger or shaking someone's hand when introducing yourself. But others we have to develop over time until they become habit.

Good habits, practiced daily, can make all the difference in your life. We asked members of the Young Entrepreneur Council what rules and mantras they live by. Which would you add to your list?

1. Life is 10 percent what happens to you and 90 percent how you react to it.

The life advice I go back to most often is, "Life is 10 percent what happens to me and 90 percent how I react to it." This quote has guided me in both my personal and professional lives. And it works because it's true for all people: We all face challenges, but we all have the choice to respond in a positive or negative manner. —Ben Camerota, MVP Visuals

2. Give more than you take.

It's really that simple. Give more in the world (of your time, money or talents) than you consume or take. It creates such an abundance of experience, connections and wealth, but never when those are the leading drivers. —Darrah Brustein, Network Under 40

3. Under-promise, then over-deliver.

My father grew up on a farm in a small, rural community where you build a reputation in either direction very quickly. He taught me that you are much better off under-promising and over-delivering than not meeting people's expectations. Most of us do business in very small business communities and would also be best served by erring on the side of exceeding expectations rather than not meeting them. —Doug Bend, Bend Law Group, PC

4. We aren't rich enough to buy cheap things.

My mom used to say, "We aren't rich enough to buy cheap things." Cheap things don't last, and replacing them ultimately costs more time and money than buying high-quality goods to start with. This also applies to behaviour: It's easier to do things right the first time, rather than to retroactively fix a shoddy job. —Vladimir Gendelman, Company Folders, Inc

5. Keep it simple, stupid.

One of the most simple life lessons I learned from my father at a young age is to "Keep it simple, stupid." The KISS principle has been a guiding light for me, as I often remind myself, when things seem overwhelming or overly complex, to step back and keep it simple. Usually you can break things into smaller parts or simplify a problem to achieve your desired outcome. Thanks, Dad! —Kristopher Jones, LSEO.com

6. Keep business and personal separate.

As an entrepreneur, it's so easy to mix up business and personal, but it just causes mistakes and headaches that can impact both aspects of your life in a bad way. It's better to keep these completely separate in terms of communication, social presence, money and daily tasks. —Zach Binder, Ranklab

7. Obey the Golden Rule.

Do unto others as you would have them do unto you. I never get tired of this positive way to look at every interaction I have. Whether it's my family, co-workers or clients, I put their interests first. It's not about what you can get from others, but what you give to them that makes you a pleasant person to deal with. The fact that the Golden Rule is still relevant is a measure of its power.

—Nicole Munoz, Start Ranking Now

8. Keep moving, keep playing and keep dreaming.

I constantly refer to these words because they remind me of the importance and power of momentum. To achieve your full potential, you have to stay energized. This encompasses everything from caring about your health and visiting the gym, to staying innovative and ambitious by vigorously exercising the mind. —Stephen Gill, Tiller

9. Work to live; don't live to work.

I can easily work just for the sake of working. But I sure hope that toward the end of my life, I don't look back on years of time spent in an office in front of my laptop working. I want to look back on relationships and lives that I've been a part of. This contributes more to my overall happiness than checking off my never-ending to-do list. —Mark Daoust, Quiet Light Brokerage, Inc.

10. Do it right or don't do it.

This approach guides every decision I make. If I don't think we can do it better than anyone else and feel a strong passion for it, I decline the opportunity. Life's just too short to spend time doing things that you aren't proud of, don't enjoy and aren't going to put your full focus behind. During the years, this has saved us from many good opportunities, allowing the bandwidth for great ones. —Jeff Jahn, DynamiX

11. Favours are a stronger currency than money.

Favours are a stronger currency than money: Whether it's in the personal or professional sphere, non-monetary help/gifts build much more meaningful long-term relationships and have a greater positive relationship impact than those that are clearly tied to a financial amount. It shows you truly care about someone and have taken the time to learn about them. It's not easy or even always possible, but it's something I try to keep in mind. —Kevin Yamazaki, Sidebench

12. Learn to enjoy the discomfort of change.

George Santayana said: "To be interested in the changing seasons is a happier state of mind than to be hopelessly in love with spring." Far too many of our problems—whether in business, relationships

or day-to-day life—come from clinging to the past. By enjoying the discomfort of change, we open ourselves up to see things from a new perspective, and to be happier while doing it. —Zach Obront, Scribe Writing

13. Think, What are you trying to accomplish?

My father told me to “Always ask yourself what you are trying to accomplish.” This is something I try to ask every time I start a design, get stuck on a project and even in my personal life. It is a way to pull yourself outside of a situation and make the best decision. —Peter Bonac, Bonac Innovation Corp.

https://www.success.com/13-life-rules-to-keep-you-motivated/?utm_source=Maropost&utm_medium=email&utm_campaign=7679511&mpweb=574-7679511-742481119

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



*Commando Log Regt (Royal Marines) winning team**

Jeremy Hurst <https://twitter.com/JeremyHurstUK> Chartered Marketer:

“These leadership lessons should be framed and hung on every leader's office wall.”

<https://leadershipintheraw.org/2014/10/08/24-leadership-lessons-from-24-years-in-the-army/>

24 Leadership Lessons from 24 Years in the Army.

Did you get to fulfil your childhood dream? I did! How lucky am I? And you know what? I am still incredibly grateful for the experience, 22 years after retiring from the Army. I joined a Junior Leaders Battalion in 1972 ‘passing out’ into the regular Army in 1974, and then retiring in 1996.

I could talk endlessly about the adventures I had but, rather than sending you to sleep, I thought I would keep focused and share with you the leadership lessons I picked up from my experiences in the Army, and which I have taken into my second career in Social Care.

So, here are 24 leadership lessons from 24 years of serving Queen and Country, and in no particular order:

1. One of my posts on my leadership blog (www.leadershipinthraw.org) is about Time Management. One of the first lessons I learned as young soldier was the importance of '5 minutes before' so whenever the appointment is, make sure you are there at least 5 minutes before – its good manners and show's respect.
2. As an NCO (Non Commissioned Officer), and then as a Warrant Officer, soldiers judged me as a person, and as a leader, on my consistency. People need to know where they stand with you, not just today but every day. Lose the mood swings as it is self indulgent.
3. Loyalty and Respect does not come from a badge of rank, it has to be earned every day. Just because you had it yesterday does not mean you have it today. To win loyalty and respect you also have to give loyalty and respect to your colleagues, and also those who work for you.
4. Reliability. Be the person people can count on, no matter what the situation, to be there and to get the job done. It was, and is, important to me that I am last person my Boss needs to worry about.
5. Stretch yourself to the limit. It is only then you truly know what your potential is.
6. Adversity truly introduces you to the person you are or the person you can be. Always face it.
7. Be proud to be part of something special. If you are not proud of what you are doing then you need to leave quickly and do something else.
8. Be the Best! Be the best you can be. Strive for excellence (in yourself) in everything you do.
9. It is ok to be competitive. For me it was always with myself, to be better than I was yesterday. You can be the most competitive person in the world but be there to help someone else move up.
10. A Positive Attitude is everything. Nobody I knew, or know, follows a negative leader. You were judged on many things in the Army but the first thing people asked was, what is his or her attitude like? Do they have a positive attitude? It is all about moral courage.
11. Get Fit! Keep Fit! I found the fitter I became the more capacity for work I had, the longer I could work even in the most difficult conditions. Fortunately, I no longer have to work for long periods in the Arctic Circle, but keeping fit is also good for mental health and physical health too.
12. Care about your team. No matter how senior you think you are, your team eat before you eat, sleep before you sleep and finish work before you do.
13. The best leaders do not necessarily have the best plan, but they are the best planners. Bring discipline into your work and be organised and anticipate your next problems before they happen.

14. The first phrase and motto I heard as a young 16 year old was 'Personal Pride!' both in work and appearance. Ask, is this the best I can be? Is this the best I can do?
15. The importance of humour! Don't take yourself or the situation too seriously. See the funny side as it lightens the mood, especially in a tense or scary moment, and reassures those around you that you are in control. If the humour is self-deprecating then so much the better.
16. Add Value to your team and your organisation. Being good at your job is a given as it is what you are paid to do! However, we were judged on bringing that bit extra to the table! So what is the added value you bring to your organisation?
17. Honesty. People will soon see if you are not the "real deal" if you are not honest with them. Always be straight and open so that when you and your team are really up against it they will trust you.
18. It is an old (National Service) myth that you don't volunteer for anything in the Army but this is not true. Take a step forward, volunteer, say "yes I can do it" (even if you have never done it before - get busy finding out how). When I did this, I found it liberating, more opportunities came my way, and destiny was in my hands. I grew as a person and as a leader
19. No hidden agendas. There is no time for hidden agendas, so be open with where you want or need to get to. Be straight with those around you and you will gain their trust. My only agenda now is to support the people I work for, my customers, and my organisation to be more successful. If they are successful then so am I.
20. Understand what success looks like for you.
21. Look after yourself and to be self sufficient.
22. Prioritise. Although when asked to prioritise three urgent tasks, I must admit it was easier just to complete all three straight away. This was expected by my bosses (it still is!)
23. Before you are promoted into your next position make sure you get the training and qualifications before you start – not after you have started. This was one of the differences I noticed in my second career and something I try to change for those I lead.
24. Value the young – they are your future leaders. If they are good enough then they are old enough. Value your older colleagues – they have the stamina, the experience and can mentor the young. You are as young as your attitude and outlook on life.

These lessons may not be specific to the Army, and I imagine that having read these lessons they may be familiar to what you already believe in without having been a soldier?

What do you think – do they work for you?

Source: Steve Raw

* in the picture at the start of the post - the good looking chap, second row on the right is me