

LEADERSHIP – COACHING AND MENTORING PACK

June 2019

(Established 2006)

Welcome to this month's edition.

Damian Piper, our Performance coach and consultant, starts this edition with **'Pride on the Inside'**. After reading Damian's article I am definitely going to do as he suggests "Over the next week pick one source that generates internal pride"

I was recently fortunate enough to attend Thera's (www.thera.co.uk) leadership conference. One of the workshop facilitators was Dawn Sowerby. I enjoyed her presentation so much that before Dawn had the opportunity to leave the building; I quickly made contact with her and asked if she would be interested in being part of our Leadership Pack. I was successful and I have included two articles from Dawn: **'You don't have to work for Google to innovate'** and **'So your boss is driving you mad! (And how to cope...)'**

Each month I trawl through Ted talks on Ted.com and YouTube to find presentations to put in the pack. This month I found four thought provoking and inspirational presentations and even one of my favourite poems.

I consider myself lucky to be invited to, and have the opportunity, to deliver training workshops. It is something I have always enjoyed doing and I get to spend quality time and learn what is important to people. In a few weeks time I will be delivering a leadership workshop based on building teams. For inspiration I have returned to a post I wrote some years ago **'Great Teams – Winning Teams'**

Five years ago I wrote the **Dosh Leadership Way**, I believe it reflects our 'culture' (the way we do things around here). Our leadership way is included in our handbook for colleagues and we live it every day. Five years later I have written a leadership code which I have started to share with our team. After a period of consultation with colleagues, I will share it with you (hopefully in July's edition). Until then I have included the original post from 2014 as the last article in 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!

Steve

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It's not about how good you are,

It's how Good You want to be

Pride on the Inside

And the winner is... Congratulations, you have been selected... Here are your new keys... There are numerous examples of things that can make us proud. Often we look outside of ourselves for the source. Perhaps an award, a new job or home. Or perhaps something someone else does; a child doing well? Often with pride comes a sense of happiness and that feel-good feeling. This article is going to make the case for the sources of internal pride that often get overlooked.

I can't imagine there are too many people reading this that don't in some way enjoy those external sources of pride and happiness. Often they represent the conclusion of hard work and effort or acknowledgement of us as individuals. I know I do. There is a negative side to these sources which get talked about less but people feel more. When we don't get the external things or worse in some cases, lose them we can initiate unhelpful thoughts and feelings. It comes with the territory of looking externally. We can get tricked into thinking that pride and happiness are being generated by the external source. There's a fairly compelling case that argues that's not possible. You see it's the thinking about those things which generate feelings. Not the thing itself.

If we accept that our thinking drives our feelings then we give ourselves greater opportunities for sources of pride and happiness. There is a whole category of internal things that can generate these feelings if we raise our awareness that the internal sources exist. Here are four examples:

1. The pride of making a choice to fuel your body with good food.
2. The pride of living by your values in a tricky situation.
3. The pride of doing something proactive rather than ignoring.
4. The pride of looking in the mirror and knowing you are doing your best (in the circumstances).

You see the beauty of these internal sources is they are always available to us. You are able to decide and then live accordingly. This is not to say doing this is easy. In fact, I'd say having worked with lots of people and my own experience they are more challenging than the options outside of us. Perhaps that's why we often go the easier route and look externally?

So here's a suggestion. Over the next week pick one source that generates internal pride for you and actively live it. Raise your awareness of the feelings it generates. I'm always interested in any thoughts you could share about what shows up for you.

Damian Piper

Performance coach and consultant

**Pride on
the
Inside**

I need your help.

I've got a personal goal to do what I can to support people with performance development. Please subscribe to receive my thought-provoking updates designed to take your performance to the next level: <https://effectivechallenge.com/blog/>

While I have your attention - if you're more ☞ than then please listen to the [Effective Challenge Podcast](#). Feel free to share if you think others may benefit from its content.

“Simplicity, patience, compassion. These are your greatest treasures” Lao Tzu

You don't have to work for Google to innovate

You really don't need to work for Google in order to have and deliver great ideas. For that matter, you don't have to work in any of the 49 other companies named in the 2017 Fast Company list of the most innovative in the world either. For sure there is something special about working for an organisation with such a high profile and a reputation for cutting edge developments, but it is a mistake to think that they have the monopoly on innovation.

You don't even have to work in a recognisably 'creative' company – you just have to believe in the simple principle oft delivered as a Thomas Edison quote – There's always a better way. Helping teams to feel safe in believing in this fairly simple principle is a good starting point for a journey of continuous improvement, and guess what? Most of the ideas of how things can be improved will already be in the heads of your employees. So the challenge then becomes.....how the heck do you get them out?

Here are a few principles to get you started:

Encourage and recognise the right mind-set – this is vital. It's a fascinating irony that we all understand on a conceptual level the benefits of continuous improvement and want to be part of a high performing team, but that our own behaviours still manage to get in the way of that. In this respect, innovation is no different to any other practice that requires people to act differently – it's easier to attribute failure to a third party and just sooo much easier to wait for someone else to do it. If people feel safe and trust is high, then defensive behaviours can be eradicated.

Welcome every idea, no matter how small. Most people who are interested in improvement have heard of the 'marginal gains' work accredited to Sir David Brailsford when he was Head of British Cycling, which is based on the principle that a 1% gain across a range of areas will aggregate to a much larger overall improvement. It's not rocket science, but I still remember being told by a CEO within the health service that we were 'looking for big ticket improvements, not the small stuff'. Not only short sighted but also an utterly demotivating idea stopper.

Provide a platform to enable knowledge sharing to take place and, word to the wise, there's no need to wait for a hi-tech solution to this. Just ensuring that the right conditions are in place to encourage people to share ideas and their associated successes and failures helps to gain and maintain momentum in continuous improvement. This was beautifully illustrated to me recently by Aster, a housing developer and landlord, when they launched their internal Transformation Network with around 100 eager networkers.

Give people space to try out their ideas and explore for themselves (and as a team) whether something will work or not. Idea testing is a really important step in enabling a team (and the wider organisation) to sense check whether an initiative will actually lead to the improvements intended.

If you really want to innovate then you have to make it everyone's business - give them all a voice and ensure that you listen.

Dawn Sowerby

21st Century HR

"The earth has music for those who listen" Shakespeare
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My top picks from Ted.com

7 RULES FOR MAKING MORE HAPPINESS

https://www.ted.com/talks/stefan_sagmeister_7_rules_for_making_more_happiness

Using simple, delightful illustrations, designer Stefan Sagmeister shares his latest thinking on happiness -- both the conscious and unconscious kind. His seven rules for life and design happiness can (with some customizations) apply to everyone seeking more joy.

WHY WE CHOKE UNDER PRESSURE AND HOW TO AVOID IT

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

When the pressure is on, why do we sometimes fail to live up to our potential? Cognitive scientist and Barnard College president Sian Leah Beilock reveals what happens in your brain and body when you choke in stressful situations, sharing psychological tools that can help you perform at your best when it matters most.

WANT TO BE MORE CREATIVE GO FOR A WALK

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

When trying to come up with a new idea, we all have times when we get stuck. But according to research by behavioural and learning scientist Marily Oppezzo, getting up and going for a walk might be all it takes to get your creative juices flowing. In this fun, fast talk, she explains how walking could help you get the most out of your next brainstorm.

HOW BOREDOM CAN LEAD TO YOUR MOST BRILLIANT IDEAS

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

Do you sometimes have your most creative ideas while folding laundry, washing dishes or doing nothing in particular? It's because when your body goes on autopilot, your brain gets busy forming new neural connections that connect ideas and solve problems. Learn to love being bored as Manoush Zomorodi explains the connection between spacing out and creativity.

And a poem.....

THE ROAD NOT TAKEN

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

This animation is part of the TED-Ed series, "There's a Poem for That," which features animated interpretations of poems both old and new that give language to some of life's biggest feelings. [Poem by Robert Frost, directed by Ellen Su, music by Stephen LaRosa]

"Care about what other people think and you will always be their prisoner" Lao Tzu
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5 Ways to Supercharge Your Personal and Professional Success

By Lisa Stephenson | May 16, 2019 | 0

5 Ways to Supercharge Your Personal and Professional Success

We are all in this thing called life together, and what a ride we are on! In the middle of the madness and mayhem, the peaks and valleys, the lessons and laughter, and the triumphs and tragedy is the beautiful and complex you. You are the writer of your story and the CEO of your life. It's extraordinary, sometimes boring and occasionally heart-breaking. You start new projects, change direction and end things you thought would last forever. Then you rebuild and do it all over again. You are designed and destined to feel, love, win, lose and sometimes mess up—that's your "humanness," your strength and your weakness.

To set yourself up for a successful, resilient and happy life, you need integrated strategies that support both your personal and professional success. People often focus on one area of their life that they want to change or grow, which sometimes leaves critical relationships and decisions neglected. Having a holistic approach that considers everything from career to health will serve you best.

1. Play and plan big.

This is your one shot to live an amazing adventure. Be ambitious in your dreams. Consider what you want to be able to say about this life when you are 80 years old and sitting on the porch reflecting on the experiences you had. Successful people aren't necessarily the smartest or best educated; they are brave enough to own what they want. Make a plan for the next six months, two years, 10 years, and get specific about your goals and how you will make them happen. What are you really capable of?

2. Make yourself your most important project.

Investing in yourself is the most important investment you will ever make. Successful people think strategically about how they are living and where they are heading. They set deadlines and consult experts who will support their success. They create a vision, identify blockers and review their progress. Consider ways you can learn, adapt and grow with the resources you have access to. Dedicate time every single week to your own self-development. How can you make you, and your future, a priority?

3. Do what other people aren't prepared to do.

The world is full of people who start stuff but never follow through. Successful people do what's required. They keep going even when it's hard and they don't want to. Don't wait, don't give in and commit to your plan. When your motivation has passed, it will be your commitment that keeps you going. Be clear about what compromises you are prepared to make and know your non-negotiables in terms of how you practice self-care. Are you prepared to do what's required?

4. Find your tribe.

Surround yourself with people who want you to succeed, who will challenge you to be more and who understand your true potential. Your tribe extends beyond friends and family. They are people who will challenge you and celebrate you. Identify those in your world who you trust and will tell you the truth—no energy vampires allowed! Successful people rarely create success on their own. Find someone who inspires you, and you will quickly see they have people around them who make them better, too. Who do you know?

5. Get uncomfortable.

It is true, the greatest learning happens in discomfort. To know what you are really capable of, you have to test out your resilience and capabilities. You don't know what you don't know about you yet. Holistic success across all areas of your life will come when you have the opportunities to stretch and find solutions. Knowing you can trust yourself is key to personal growth. You are an ever-evolving complex human with so many things to learn, and that is where your potential sits. Intentionally look for new experiences. When was the last time you felt really uncomfortable?

Personal and professional success is yours for the taking when you consciously plan your life. By implementing these strategies, you will be prepared for the curveballs and ready for the opportunities. The reality is that no one else in the world can create success for you. Having a supercharged plan and approach will absolutely make all the difference for you.

Lisa Stephenson is the author of *Read Me First* (Major Street Publishing) and the founder of the global consulting firm *Who Am I Projects*. Over the years, she has worked with some of the biggest global names, CEOs, elite athletes and entrepreneurs. For more information on Lisa, go to www.lisastephensonconsulting.com.au.

I sourced this article from: <https://www.success.com/author/lisa-stephenson/>

Knowledge is knowing a Tomato is a fruit. Wisdom is not putting it in a fruit salad

Anon

10 things you need to have to be an effective leader in 2019?

1. Passion
2. Credibility
3. Reliability (Do what you say you are going to do)

4. Optimistic
5. Results Driven - Momentum
6. Competency
7. Strong Work Ethic
8. Compassionate
9. A Sense of Perspective
10. Vision

What are your Top 10?

"Let us be grateful to the people who make us happy, they are the charming gardeners who make our souls blossom"

Marcel Prost

So your boss is driving you mad! (and how to cope...)

The recruitment experience is a great opportunity isn't it? From both perspectives. Done well, it allows an organisation's management to carefully decide if you have what they want and can deliver it in the way that they need it delivered – AND – it gives you a chance to decide whether you are going to sell your hard earned knowledge and skills to this outfit, whether it is the right place for you and, crucially, whether you will gel with your (prospective) new boss.

Sounds completely balanced doesn't it – a real 'win / win' potential. However, how often in reality does the latter come into play? Maybe around the fringes when we are first deciding whether to submit an application or not. I have heard many friends and acquaintances say 'I'm past just jumping for the money now – it's the values and relationships that are important..'.

And then the inevitable happens, you get offered the job and you are swept along on a tidal wave of ego (yep, I've still got it), pride (they chose meee!), ambition (C suite a little closer) and just a teeny bit of greed (must advertise for a cleaner).

Any instinctive, cautionary heckles that were raised during the process about the interviewer (and person who will become your most important stakeholder) fade into the background. Didn't s/he talk a lot at the interview? Meh, it will be fine. Didn't s/he sound a little out of date? Well, you'll be able to help with that, right? Didn't s/he seem overly focussed on process rather than ideas? That was probably just the interview and what was on his/her mind at the time.....etc. etc.

So you're in. Honeymoon period is over, you have made a lot of contacts and are confident you can deliver what is required of you. Only one problem – the boss. Here are just a few difficulties that can crop up when your boss isn't all that you had hoped and some suggestions on how to cope...

1. Your boss is out of date and is holding you back. This can be incredibly frustrating and can arise due to any number of reasons. Your boss has almost certainly succeeded at some

point in the past, but has failed to keep up to date with contemporary developments and begins to hold on to what has worked in the past. If this happens to you, a good strategy can be to offer to be the team learning coordinator, collecting case studies and information on new ways of working that can be shared and discussed with the team as a whole. By offering to help and including your boss in the debates, you are all learning together and ideas of how to implement some of the ideas will come to the fore. Focus on the business benefits of any suggested changes.

2. You are being micro-managed. Ouch – this can be an incredibly painful scenario. People who micro-manage can be driven to do so by a broad range of concerns, from the need to assert power (bad intent) to a desire to help others to learn and to improve standards (good intent). Both cause problems, but if you are faced with the former, run for the hills – if you are faced with the latter, then there could be hope. Try to establish exactly what your boss's concerns and expectations are, then find opportunities to demonstrate that you are striving to alleviate one and meet the other. If you can focus on how much you stand to learn from the experience, then it could just be worth hanging on to this boss's coat-tails for a while.

Somewhere in between the two extremes of course are those control freaks whose main driver is anxiety, which exists because of their own fear of failure. These bosses can be the most tricky to deal with because there could be genuinely good intent, particularly in terms of how the person presents themselves, but their fear of failure has the potential for so many negative repercussions in respect of trust, learning and team effectiveness. Finding tactful ways to provide feedback, for example through an established 360 feedback tool, and showing that you want to help them to succeed can help.

3. Your boss is taking credit for your work. Well, how very dare they? After all that hard work, you deserve the credit, right? Well, there's no getting away from it, you're going to have to have a conversation with them. There's no need for it to be an angry conversation – after all there could be a genuine misunderstanding and your boss deserves an opportunity to explain. So, as part of one of your regular catch ups, just explain calmly to your boss what is on your mind, how hard you worked on 'project X' and how you felt when you didn't appear to get the credit for it. Have the discussion and try to end the meeting on a different, more positive issue. If your boss isn't terribly receptive, then for your own sanity, start sharing your ideas and successes more widely than just with your boss and document your work and achievements yourself.
4. You don't get enough direction. Whilst freedom to act and having plenty of scope for trying new ideas is absolutely great, for some a lack of direction can leave them feeling up the creek without a paddle. Not knowing where to start or which direction to head off in can result in no progress at all – decision paralysis. If this happens to you, try drafting up what you believe the direction, objectives and success measures are, whether this is for a specific project or for more general team goal setting, and ask to discuss them with your boss. You can always explain that you really appreciate the freedom, but just want to sense check that you are aiming for the right target.

Ultimately though it's important to remember that your boss is the boss – the company has put them there for a reason and if you have tried coping strategies and talking to them

about how you feel, but are still finding managing the relationship stressful, then you may need to think about finding an organisation that is a better cultural fit for you. Whatever your situation, you still have choices.

Source: Dawn Sowerby - 21st Century HR

“Worrying is carrying tomorrow’s load with today’s strength – carrying two days at once. It is moving into tomorrow ahead of time. Worrying does not empty tomorrow of its sorrow; it empties today of its strength”

Corrie ten Boom

We All Have 2 Choices in Life...

by Jim Rohn

Each of us has two distinct choices to make about what we will do with our lives.

The first choice we can make is to be less than we have the capacity to be. To earn less. To have less. To read less and think less. To try less and discipline ourselves less. These are the choices that lead to an empty life—the choices that, once made, lead to a life of constant apprehension instead of a life of wondrous anticipation. And the second choice? To do it all! To become all that we can possibly be. To read every book that we possibly can. To earn as much as we possibly can. To give and share as much as we possibly can. To strive and produce and accomplish as much as we possibly can. All of us have the choice. To do or not to do. To be or not to be. To be all or to be less or to be nothing at all.

Like the tree, it would be a worthy challenge for us all to stretch upward and outward to the full measure of our capabilities. Why not do all that we can, every moment that we can, the best that we can, for as long as we can? Our ultimate life objective should be to create as much as our talent and ability and desire will permit—to settle for doing less than we could do is to fail in this worthiest of undertakings. Results are the best measurement of human progress. Not conversation. Not explanation. Not justification. Results! And if our results are less than our potential suggests that they should be, then we must strive to become more today than we were the day before. The greatest rewards are always reserved for those who bring great value to themselves and the world around them as a result of whom and what they have become.

<https://www.jimrohn.com/life-choices/>

This post originally appeared on SUCCESS.com.

“Leaders who don’t listen will eventually be surrounded by people who have nothing to say”

Andy Stanley

Great teams: winning teams!

Where I come from in the North East of England, you either play football or you don't do sport. Certainly this was the case in the 1960s when I was a lad! I loved football, but no matter how hard I trained and played the game I was not very good! So, to get a game on a regular basis, I formed my own team filled with people who were more talented than me in their respective positions – we won a lot of matches! This was my first taste of forming winning teams and it is something I have enjoyed doing over the last 50 years, whether it be sports teams, military teams or teams in social care supporting people with a learning disability.

For this post, I am using the Dosh (Financial Advocacy) team who I have had the privilege to be part of for the last five years (**10 years in July!**) as the basis for my thoughts.

Great teams, winning teams don't happen by magic. More often than not you do not inherit a great team. So here are my top 5 tips and 1 big secret:

When we recruited the Dosh Team we look for:

- Positive and cheerful people. Attitude is a choice. Attitude is everything.
- People who will share the vision and embrace the values of your organisation.
- People who were more talented than me within specific areas of our service – surround yourself with talent!
- People who are competent in the role you are recruiting for.
- People who will bring added value to your team and organisation. Doing a good job should be a given – so what is the added value they can bring to the table?

How to retain a great team:

- Show gratitude: recognise a good job and be specific on what you are complimenting people for.
- Show gratitude: thank them often.
- Provide opportunities for your team members to develop: set them a challenge/give them a project.
- Provide the best resources you can afford.
- By making the service you deliver be something team members can feel proud of – be the best.

How do you know when you have a great team?

- When people tell you that your team has a “can do” attitude (a local authority recorded this about Dosh in the minutes of a contract review – I was incredibly proud of our team).
- When their ideas outnumber yours.
- When you are not there but the team is still successful.
- When they tell you they love their job.
- When people walk past the room where your team meeting is being held and they can hear laughter!

So what is the big secret I promised you at the beginning of the post? It is simply 'Diversity'. In my experience of team building, the best teams, the winning teams and the most successful teams are the most diverse teams. You do not want a team that looks like you! The Dosh Team is incredibly diverse so we benefit from all experiences of ages, genders, cultures and different beliefs. You should really see us altogether in one room – I am both exhausted and inspired at the end of the day!

What makes a great team for you?

Source: Steve Raw originally posted on www.leadershipintheraw.org 18th August 2014



A great team and a winning team

Photo courtesy of John Wheeler. A subscriber to the Leadership Pack and my favourite Royal Marine Sergeant Major. *That's John leading and me on right on the front row trying to keep up.*

"We call ourselves impatient optimists. Optimistic because we know ambitious goals can be achieved when we all work together. Impatient because we're not getting there fast enough... To end extreme poverty, we need you"

Bill Gates

Excerpt from a speech at the Global Citizen Festival 2015

LEADERSHIP THE DOSH WAY

I was recently inspired by the US 'Success Magazine' www.success.com piece on "Leadership - the Virgin Way" which is promoting a book by Richard Branson, to think about what is the Dosh Ltd (Financial Advocacy) Leadership Way.

I believe we have a strong leadership theme and culture in our company, which makes being part of it special, and is something I wish to share with you. Perhaps after reading this post you will want to assess your leadership culture or assess where your company is on their journey, or change your company direction, and hopefully find out more about Dosh at www.dosh.org - or drop me a line to find out more.

So here are my 10 examples of leadership which make it the Dosh way:

1. We recruit Leaders: Each of my colleagues has been recruited for their values, beliefs, and their experience of supporting people with their money. They want to make a difference in a person with learning disabilities life, and that they want to take a leadership role within their company.
2. As Leaders: They want to support people to be more independent and have more control with their money
3. "Dosh have a very creative, can-do attitude and are very knowledgeable. Their service is starting to save significant care management time for Social Work" A quote from one of our Commissioners, our default position is to say 'yes' and when we do this it more often than not opens up new opportunities for all of us.
4. We have a 'no blame culture': We work within a culture that each of us is doing our best, so that when mistakes happen, we admit our mistake – we learn from it – I apologise – and we move on. We accept that mistakes happen and, for Dosh, it is not about the mistake, but about how we react in a positive and urgent way to remedy whatever has gone wrong.
5. Each and every one of us has a sense of urgency: In Dosh we have momentum! We are successful, but we know that we will lose that if we lose our momentum
6. We all have a positive mind-set: "Optimism is True Moral Courage" - according to the polar explorer Sir Ernest Shackleton
7. We have a passion for what we do: We are passionate about supporting people with learning disabilities and we love what we do.
8. Problems, Questions and doing new stuff: For the people we support it is a challenge to our professionalism that we will do our utmost to resolve problems and find solutions for our customers
9. Although our team members are based across the country they all help each other with the challenges they are facing as they care for each other.

10. As their Managing Director it is important to me that everyone is having fun! It is something I check at the end of every 1-1 “are you still enjoying your job?”

How do you get a similar Leadership Way? My Top 10 Tips:

1. Recruit a Diverse Team: Don’t recruit people who look like you!
2. What is your Vision? When you have one don’t keep it to yourself!
3. Create a Buzz: Introduce something new each month into your work and company. Have a “Wow” factor so the people you work with and your customers think...”I wasn’t expecting that!”
4. Ensure your colleagues feel that it is their company too: each team member needs to feel they have a stake in the company and that they can effect change
5. Empower your colleagues! Each team member in Dosh has a unique talent and you need to find out what it is and make sure you use their gift.
6. Do not only have two main goals for you, your team and your company as they are not big enough! Have 10 goals. Think Big, Be Big, And Do Big!
7. Develop ambitious and challenging Key Performance Indicators (KPIs) that measure the team and the organisation’s performance. Even better, ask your team members to set their own targets as they will likely be more challenging than those you set!
8. Ask your team if they are having fun? If they are not, do something about it even if it involves re-designing what you do.
9. What you do is important, sometimes urgent and what you do makes a difference in people’s lives, but do not take yourself too seriously; maintain perspective and inject some humour
10. Be consistent in what you do each day. Enchant people (even those who are not your paying customers) with your offer each and every day.

Dosh support people with learning disabilities with their money and state benefits. We support people through Appointeeship, in a person centred way, through our local Financial Advocates who become members of a person’s circle of support. We also support people with their Individual Budgets, Tenancy Agreements and provide consultancy.



Related article: ‘The Culture within You’ <https://leadershipintheraw.org/2016/03/01/the-culture-within-you/>