

LEADERSHIP – COACHING AND MENTORING PACK

July 2019

(Established 2006)

Welcome to this month's edition.

Damian Piper, our Performance coach and consultant, starts this edition with another excellent piece: 'Motivation versus commitment'. Have you checked out Damian's podcasts yet? They are available at www.effectivechallenge.com/podcasts or on all the major podcast platforms.

Dawn Sowerby, our new regular contributor to our Leadership Pack, shares her latest post with us: 'People are strange' it is thought provoking and recommended. I must admit the first paragraph reminded me of my mum.

Regular subscribers to the 'pack' will know that I trawl through Ted.com for presentations and pick my "top three" that I think will either inspire and/or move you. As I could not make up my mind this month which were my top three, I have left all six in this edition!

I am a big fan of USA's Success magazine - they also send me email notifications on a weekly basis. I enjoy reading all their articles, however this one: **6 Mind-set Principles of Successful People** particularly caught my eye and I wanted to share these tips with you.

Finally: A **Leadership Code** for Dosh www.dosh.org. Following 'Dosh the Leadership Way', put together in 2014 and included in last month's edition, I thought it was about time I put together a leadership 'code'. A set of 10 leadership behaviours which form our principles and rules. Through these behaviours we communicate our Values and Standards in everything we do. I introduced and shared our code to a project group within Dosh. Comments from the group include:

- "The Leadership Code basically describes the USP of Dosh"
- "very clearly identifies and explains the behaviours that attracted me to the job in the first place and therefore sums up what we do very accurately"
- "This looks great"
- "A really good read and definitely reflective of life at Dosh"

I hope it inspires you to start a leadership code where you work, or even just for your life.

Steve

Steve Raw FinstLM, FCMI, GCGI

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Blog: www.leadershipintheraw.org

It's not about how good you are,

It's how Good You want to be

Motivation versus commitment



When I work with teams or individuals, it's typical that we are looking to make progress on a particular challenge or issue. This could be developing clarity about where they want to be in the future. Getting unstuck with something they want to achieve or perhaps making some adjustments in what they do day-to-day. Inevitably those discussions at some point get to what a person or team are practically going to do next. At this point, the conversation heads in several directions. A common discussion is about the difference between motivation and commitment. Here's my take on why it's essential to know the difference and why commitment for some is less exciting, yet where their focus is best placed.

First, let's consider motivation. It's great to be motivated. Of course it is. Motivation can help produce some great results and often fills our bodies with great feelings. You may often hear people say "I'm motivated to get on". Or perhaps after a setback, "I'm motivated to make a change". When people rely on this mind-set, there's a tendency to overextend what they are practically able to do over a sustained period. You see, motivation often comes from the external environment. This can be great. It can also mean that when things in our external environment change, our motivation suffers or is lost altogether.

Here's a typical example. Jackie is fed up with having low energy. She decides the root to improvement is through diet and exercise. She reads a couple of books watches some motivational people on YouTube and subscribes to the number of individuals on social media. Fuelled with high positive motivation, she begins to design her approach. She writes down goals and practically adjusts her current habits to get more of what she wants. Week one feels awesome, preparing a healthy lunch before work (of course, part of her comprehensive weekly meal plan), she gets up an hour earlier each morning to exercise (a common suggestion from the 'gurus') and enjoys sparkling water with fresh lime at Kevin from Accounts leaving drinks. It's quickly noticeable just how much better she feels.

It would be great if Jackie's story ended there. Of course, Jackie's story, like so many of ours, has more chapters. Week 3 of the new 'high energy' regime. Max (Jackie's son), has a cold. He's not sleeping so well and nor is Jackie as a result. Lucy (Jackie's line manager) is on leave and Jackie gets the 'development opportunity' to cover her at the Board meeting. She needs to put extra effort in to prepare, working late into the evening. Too tired to cook, Jackie makes a short diversion on the way home via the McDonalds drive-through. The healthy eating and exercise just feel like way too much effort. You can probably imagine how the story ends.

Now let's consider commitment. Commitment is internally driven. It's the stuff that no matter what is happening in the external environment if it's possible to make it happen you will find a way. It's the stuff that when presented with a challenge to what you want you will become creative, adaptive or in many cases find the courage to say 'no thank you' when being offered an alternative that deviates from your commitment, This is not to say that we become rigid in our approach to life. You will face challenges to existing plans, just like Jackie did. However, it is our ability to make different choices about how we respond that makes the difference and drives our sustained performance improvement. Here are three things to consider when working out what you'll commit to:



1. Factor all your life roles when determining commitments. Yes, you might be motivated to hit the gym 6 out of 7 days, but that is a big commitment given everything else you need to do.
2. Give yourself time. Often high motivation leads us to overestimate what we can achieve in the short-term and underestimate the medium to long term,
3. Consider what might interfere with your goals and develop strategies and tactics in advance for handling them. It's important to do this in advance as in the moment when challenged, it's hard to think and act objectively.

While commitment on paper might not look so glamorous, in my experience, when compared to just relying on motivation, it is a much better indicator of sustained performance improvement and success. So if you're thinking about taking on a new goal or perhaps are struggling with an existing one have a think about commitment versus motivation and see if anything new shows up.

Damian Piper

Performance coach and consultant

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.

<p>"I am no bird; and no net ensnares me: I am a free human being with an independent will." — Charlotte Bronte from Jane Eyre</p>
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People are strange.....at least that's what American rock band The Doors seemed to think when they released their 1967 hit of the same name. So did my old grandma for that matter when she would tut tut at the fact that Gladys up the road was hanging her washing out to dry on a Sunday – "it takes all sorts" she would mutter, presumably because as everyone knows it's only decent to peg it out on a weekday.

But when I was recalling this recently, it got me thinking about whether people really are strange. For sure, people make decisions that seem strange (other people that is, not me of course). They do things we simply don't expect them to do and in a work context it can be incredibly frustrating.

Over the years, and in many organisations, I have seen good people do some amazing things..... I have also seen good people do some incredibly unhelpful and disruptive things and the closet psychologist in me is fascinated by what makes people behave in the ways that they do.

If we think about it, isn't it simply too easy to conclude that when others act in a way that we don't appreciate or relate to, it's everyone else that is wrong? We are naturally inclined to see things from our own perspective, but although this may well be a useful starting point, it is materially flawed because it limits our ability to see the full picture and focusses on what is happening rather than why. There could be one or a whole range of factors that are getting in the way of your colleagues delivering of their very best.

If we work on a basic assumption that most people want to do a good job, then the fact that sometimes people don't must surely lead us to conclude that it is something other than the person themselves that is causing the problem. The only one who can tell us that (or give us the 'why') is the person themselves. So next time you catch yourself sounding off about someone who isn't hitting the mark any more or reaching for the policy shelf to try to resolve it, try a simple conversation instead and at your next catch up, start by:

- asking how the individual would rate their current work experience out of 10 (if you're unhappy, then it is highly likely that they are as well)
- finding out what 2-3 things are contributing most to their frustrations at work
- asking what it would take to get it closer to 10, what they can do to achieve that and, importantly, what you can do to help

It's worth the effort and can be even more powerful when you do it as a team. You might not resolve everything right away, but starting the conversation lets colleagues know that you care about how they feel at work. You also don't need to have all the answers, but the dialogue could make the difference in whether your people feel valued and engaged, or simply..... strange.

Dawn Sowerby

<p>"Freedom is not worth having if it does not include the freedom to make mistakes." —Mahatma Gandhi</p>

MY TED.com TOP PICKS FOR JULY:

Each month I trawl through Ted.com for presentations which will either inspire or move you. I hope you enjoy these:

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

We often find ourselves stuck in narrow social circles with similar people. What habits confine us, and how can we break them? Organizational psychologist Tanya Menon considers how we can be more intentional about expanding our social universes -- and how it can lead to new ideas and opportunities

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

Why do we often neglect big problems, like the financial crisis and climate change, until it's too late? Policy strategist Michele Wucker urges us to replace the myth of the "black swan" -- that rare, unforeseeable, unavoidable catastrophe -- with the reality of the "grey rhino," the preventable danger that we choose to ignore. She shows why predictable crises catch us by surprise -- and lays out some signs that there may be a charging rhino in your life right now.

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

"Confidence is the necessary spark before everything that follows," says educator and activist Brittany Packnett. In an inspiring talk, she shares three ways to crack the code of confidence -- and her dream for a world where revolutionary confidence helps turn our most ambitious dreams into reality.

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

Mapping apps help us find the fastest route to where we're going. But what if we'd rather wander? Researcher Daniele Quercia demos "happy maps" that take into account not only the route you want to take, but how you want to feel along the way.

https://www.ted.com/talks/matt_cutts_try_something_new_for_30_days

Is there something you've always meant to do, wanted to do, but just ... haven't? Matt Cutts suggests: Try it for 30 days. This short, light-hearted talk offers a neat way to think about setting and achieving goals.

https://www.ted.com/talks/derek_sivers_keep_your_goals_to_yourself#t-176355

After hitting on a brilliant new life plan, our first instinct is to tell someone, but Derek Sivers says it's better to keep goals secret. He presents research stretching as far back as the 1920s to show why people who talk about their ambitions may be less likely to achieve them.

"For to be free is not merely to cast off one's chains, but to live in a way that respects and enhances the freedom of others." —Nelson Mandela

When to use the word 'paradigm'

Time to read: 38 seconds

Dear Steve

No more than never.

And that applies to any acronym, jargon or word that you think the other person or people won't understand.

When I was in 'IT' I used to think it was clever to use long, complex, technical words.

I wasn't being clever; I was being an arrogant fool.

Here's an idea, when we talk to each other in our organisations, let's speak in language that others are likely to understand.

And if you feel really brave, if you are in a meeting and someone else uses such a word, or acronym, or similar example - ask, "Excuse me, what does that mean please?"

Even if you already know.

You may get dirty looks, you may even get patronised – quietly, in secret, in the eyes of the others in the room, you will be a hero.

David

David Taylor (author of the Naked Leader Books and broadcaster)

The key to success is to start before you are ready – Mario Forleo
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6 Mind-set Principles of Successful People

By Julian Hayes

The path to accomplishing your biggest dreams and goals has never been clearer thanks to the plethora of information available. Just because the price of admission to get into the game has decreased, though, doesn't mean the journey will be a cakewalk—but it's also not quantum physics. In fact, the difference between getting what you want and falling short is separated by a small gap: your mind-set. If you're looking to become the best version of yourself, you'll need to implement certain mind-set principles.

Start with these six mind-set principles of successful people:

1. Keep your word to yourself.

When you do what you say you're going to do, you build self-respect and a positive identity. Successful people understand that every time you break the promises you make to yourself, you feed your identity as an impostor and weaken your self-confidence as a person of action.

For example, if you commit to exercising 30 minutes each day, then do it. Regardless of the outcome, your character is being positively moulded, and that will generate momentum along your journey.

2. Use envy to your advantage.

Wanting something you don't currently have is a behaviour rooted in your DNA. But just because it's a normal feeling to have doesn't mean you can't control it or leverage it to your benefit. Successful people understand that beneath the layers of envy lies a core need they desire.

Ask yourself why you feel envy. If it's money, for example, what would that money represent for you? Most often, it's time and freedom. Once you know the root cause, you can address ways to gain the things you want, like time and freedom, right now while building your dream.

3. Have no self-pity.

One of the big differentiators between those who stay the course along the journey of personal growth compared to those who get off track lies within the ability to rebound quickly from setbacks. Successful people understand that life isn't fair and that they're not entitled to anything. They also understand that wallowing and making excuses for themselves only zaps their personal power.

When you blame external circumstances, you're effectively giving your personal power away. The key in life is not what happens to you, but how you react to what happens to you.

4. Understand that 'failure' is feedback.

Failure is about perspective; there is no such thing unless you deem it that. Successful people understand that failure is an illusion created inside their minds, and they perform mental alchemy to construct an empowering reality instead. When successful people chase after a goal, two things can happen: They achieve their desired result or they get feedback.

Falling short of your goal isn't a failure, it's a lesson you can use for next time.

5. Operate with an investor's mentality.

Just as the stock market will experience fluctuations, your personal journey will experience its peaks and valleys. Investors who stay long term with their investments despite this are often rewarded for their patience. This same logic applies to your personal development. Successful people understand that emotions and outcomes rise and fall along the way.

The key is to stay the course and view the journey as a marathon, not a sprint. Operate with an investor's mentality and delay gratification today for something great tomorrow.

6. Fixate on the vision, but be flexible on the details.

Think of your goals as the destination and the various actions, habits and strategies as your vehicles. Numerous potential vehicles can help you arrive at your desired destination; the key lies in finding the right ones uniquely suited to you. Successful people are stubborn with what they want, but they understand that arriving at the end destination will involve detours and unexpected side roads to explore. What gets you to point A won't necessarily get you to point B.

As you keep growing and progressing, you need to continually evolve and be open to new ideas. If you don't or aren't, then you could miss opportunities and further extend your timeline.

How will you implement these mind-set principles in your life?

In life, you will realise there is a role for everyone you meet. Some will test you, some will use you, some will love you, and some will teach you. But the ones who are truly important are the ones who are truly important are the ones who bring out the best in you. They are the rare and amazing people who remind you why it's worth it. lessonslearninginlife.com

duh!

Time to read: 20 seconds

Dear Steve

I was speaking at a school two weeks ago – great training for speakers – and after a few warm up remarks I said, as usual:

“Everything that you need, to achieve anything that you want, you already have within you. Right now.”

To which a young girl towards the front – I would guess around 8 years old – shouted out “Duh!”

There was I and others in Naked Leader thinking we had stripped leadership down to its simplest essence.

How wrong we were.

So, everything that you need, to achieve that dream / outcome that you have, you already have within you.

Duh!

David

Character Is Your Masterpiece to Build

by Jim Rohn

Could creating your character be likened to an artist creating a sculpture? I believe that character is not something that just happens by itself any more than a chisel can create a work of art without the hand of an artist guiding it. In both instances, a conscious decision for a specific outcome has been made. A conscious process is at work. Character is the result of hundreds and hundreds of choices you make that gradually turn who you are, at any given moment, into who you want to be. If that decision-making process is not present, you will still be somebody. You will still be alive but might have a personality rather than a character.

Character is not something you were born with and can't change. In fact, because you weren't born with it, it is something that you must take responsibility for creating. I don't believe that adversity by itself builds character, and I certainly don't think that success erodes it. Character is built by how you respond to what happens in your life—whether it's winning every game, losing every game, getting

rich or dealing with hard times. You build character out of certain qualities that you must create and diligently nurture within yourself—just like you would plant and water a seed or gather wood and build a campfire. You have to look for those things in your heart and gut. You have to chisel away in order to find them, just like chiselling away the rock to create the sculpture that previously only existed in your imagination.

But do you want to know the amazing thing about character? If you are sincerely committed to making yourself into the person you want to be, you'll not only create those qualities, but you'll continually strengthen them. And you will recreate them in abundance even as you are drawing on them every day of your life. Character sustains itself and nurtures itself as it is being put to work, tested and challenged. Once it is formed, character will serve as a solid, lasting foundation upon which to build the life you desire.

Excerpted from Cultivating an Unshakable Character

I may look like I'm not doing anything, but I'm quite busy problem-solving, being creative, or just thinking in my head with 30 tabs open.

HOLIDAYS

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

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

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

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

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

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

Action For The Month

RECRUIT people with crazy and fresh ideas. We need people who think differently from ourselves, and who do not so much think outside the box, as leave the box behind.

They can be attracted internally or externally. However, make sure that you or your leadership team do not interview them, or you will recruit more of the same types of people.

And, having recruited, when you hear about someone doing well, or when a project is delivered, go and thank the person personally. Don't do it by email. If they are several levels below you (or above you in an upside-down structure!) a face-to-face thank you is even more powerful.

"Freedom lies in being bold." —Robert Frost

A Leadership Code for Dosh

I was recently inspired to put together a 'Leadership Code' for www.dosh.org - who support adults with a learning disability to have more independence and control over their money.

All of our team members are involved in communications and connections with: colleagues, stakeholders, commissioners, families and the people we support, and I consider each one of them to be a Leader.

My colleagues have been recruited for their values, beliefs and competencies and their desire to make a difference to the life of a person with a learning disability. We are a democratic company, and each member has an opportunity to make an input, contribution and change to the way we support people and the way our company is directed.

We have a strong leadership theme and culture in our company, which makes being part of it special. We published our 'Leadership Way' in 2014: <https://leadershipintheraw.org/2014/09/25/leadership-the-dosh-way/> Five years later we are publishing our Leadership Code. A set of 10 leadership behaviours which form our principles and rules:

Thera's www.thera.co.uk Values are Our Values:

- Thera will show that people with a learning disability can be leaders in society;
- Thera will be controlled by people with a learning disability;
- People supported by Thera can say how their Thera company is directed and managed;
- People with a learning disability will design the support they want from Thera;
- Thera will respect the rights and wishes of people at work, at home and in the community;
- People with a learning disability will check the quality of support from their Thera company;
- Thera Group will be led by a charity.

Leadership Code (of Behaviours)

1. Lead by Example - Role Model – Setting Standards:

When you are in a position of responsibility you are a role model and your example will always have an impact, so it is important to choose well and be consistent. We believe there are no days off from being a role model:

- We live by the values and standards of our parent organisation: Thera www.thera.co.uk
- We prioritise other people's needs before our own
- We speak up for people we support on their behalf when they can not
- We have our own code of conduct and values

- We recognise when we are in a position of responsibility - our example will always have an impact
- We have a strong work commitment and ethic. It is always about doing the very best for others

2. Empowering:

Each team member in Dosh has a unique talent. We start to explore this when we look for new team members through our recruitment and selection process, and then make sure their particular talent is used to the full to make the people we support and our company successful.

We provide our team members with the means, opportunity and authority to effect change both for the people they support and our organisation.

We operate a 'no blame culture'. We all make honest mistakes and we encourage our team members to learn from them, which enables our colleagues to do their job without feeling constrained.

3. Visionary:

It is about where you want to be. We write a compelling 'Vision Statement' that sets out our vision. Make your vision so big and exciting that it captures everyone's imagination

Your vision is not about you! Your vision needs to make a difference in other people's lives.

We share our vision with others so that they can make it their vision too, as we know will not succeed unless those around feel they have a stake in our future.

We never take our eyes off our vision – we have relentless focus on where we want to be.

4. Character:

Doing what is right over what is easy and staying true to our values. There are often occasions when you will be up against it and the situation can feel insurmountable. It is always at this point that you find the energy and determination to persevere in order to achieve the best outcome.

You are honest about your failures and successes and learn from them.

5. Compassion:

All team members think beyond themselves when they consider their work and how they will support people and their colleagues.

Our team members write stories for our Board of Directors (which are shared on our website) about how they have made a difference in another person's life through their work, which demonstrates their commitment.

6. Clarity:

Leaders are clear about what their team and organisation's mission and vision is and they can articulate this in an accessible way.

Leaders are clear about the benefits of their support to people with a learning disability

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

People know what is included in our service, which is detailed in both our Information Guide and website. All our documentation is written in an accessible format. We are clear about the benefits of our support and service to people with a learning disability.

7. Consistency:

People need to know where they stand with you, not just today but every day.

Working in this way ensures we consistently support people across the country to deliver the same service.

(I have found people trust consistency. Little things done the same way can have the biggest impact – they all add up.)

8. Self-Less Commitment:

Leaders have a selfless commitment to the people they support, standing with them through adversity.

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

9. Culture

Cultures develop through rituals, beliefs, legends and values. Culture – the way we do things around here. Leaders:

- Are open and talk about what they are about – and do it often so it becomes entrenched in people's minds. People then can decide at the outset if they want to be part of this culture
- The culture must fit and match with Thera's values, aims and objectives
- Cultural change requires long term investment for the people we support. It is a life-long commitment
- We recruit people. not just for their competencies, but also for their values, attitudes and beliefs
- Just like our 'vision' Leaders live our culture everyday

- Culture is led from the top but grows from the bottom!

10. Leaving a Legacy:

As a leader you want to make a dent in the world and make a difference in people's lives and leave the place where you live and/or work a better place than when you found it.

We ask ourselves:

- What would you like to be remembered for?
- When someone thinks of you when you have moved on, what will they say about you?
- Will your legacy be one that is positive?
- Did you change your environment for the better?
- How would you like to be remembered?

So do you think this particular code could be adopted by you, your team, your company or organisation?



I have shared the code I introduced and shared our code to a project group within Dosh. Comments from the group include:

- "The Leadership Code basically describes the USP of Dosh"
- "very clearly identifies and explains the behaviours that attracted me to the job in the first place and therefore sums up what we do very accurately"
- "This looks great"
- "A really good read and definitely reflective of life at Dosh"

Steve Raw – Managing Director for Dosh Ltd.

Related codes, behaviours and work cultures which have inspired this Leadership Code:

- Meike Beckford's 'Giving Voice to Values': <https://leadershipintheraw.org/2019/05/13/giving-voices-to-values/>
- The Army's leadership code: <http://themilitaryceo.com/2017-new-british-army-leadership-code>
- 'The culture within you': <https://leadershipintheraw.org/2016/03/01/the-culture-within-you/>

- 'Dosh Leadership Way': <https://leadershipintheraw.org/2014/09/25/leadership-the-dosh-way/>
- 'Doing what is right over what is easy': <https://leadershipintheraw.org/2019/03/07/doing-what-is-right-over-doing-what-is-easy/>
- Warrant Class One (WO1) Glenn Haughton is the Army Sergeant Major (Army SM) issued his guide to Non Commissioned Officers called GREEN LINES:



Green Lines.docx