

**LEADERSHIP and ENGAGEMENT**  
**February 2020**  
**(Established 2006)**

**Welcome to this month's edition.**

Each month I look forward to receiving two blog posts from 'thought leaders' I admire and respect. I always learn something new and they make me think and develop me as a leader. I would like to share these posts and they are the first two articles in this month's edition, starting with Damian Piper's 'Clumsy or just knocked something over?' and Meike Beckford's 'Highlights from an MBA... Responsible Leadership'. Enjoy.

Included is a new blog post from the "Being Bettina's Dad" series... 'Being Stoic (from Grandmother to Granddaughter), which contains two short stories about what it means to show stoicism and asks the question will you be stoic today and every day?

A few days ago, I shared my top interview tips with someone I follow on twitter, in order to help their partner who was going for an interview that day. I was surprised by the reaction as the blog post received over 500 views (from across the world) in one day! I put it together in 2014 so I thought it might be worth airing again in this month's edition. By the way his partner got the job!

I have included in this month's edition two items from one of my favourite Leadership authors: David Taylor "7 key forgotten strengths that you already have" and "How to never worry what other people think about you". Each one will take you less than 30 seconds to read! (I have timed it).

I have searched Ted.com for five presentations that will inspire you and which I think are thought provoking. My favourite this month is: 'How to turn a group of strangers into a team.' I hope each video is useful.

In November last year I started a new role as Head of Workforce Strategy & Engagement for the Thera Group [www.thera.co.uk](http://www.thera.co.uk) My aim is to make 'marginal gains' in each area of my role's responsibility and accountability by making incremental improvements. What does marginal gains mean? I have included a definition in this edition.

This month's quotes have been taken from my wife's @JoyceRaw1 and @livelier twitter feeds – thanks Joyce. I am also live on Twitter: @SteveRaw836 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**

## **Clumsy or just knocked something over?**

"Oh, I'm just so clumsy!".

I was in a coffee shop when I became aware of the table across from me. A commotion had erupted. One of the ladies sitting at the table had knocked a cup of coffee over. It was quite a spill. Various people (including me) passed paper napkins to help mop up liquid. From spill to clean probably took about 2 minutes. Kindly, the counter staff brought over a fresh 'on the house' coffee. The lady then went on to spend the next 30 minutes explaining to her friend just how clumsy she is. My guess is that this wasn't the only time she would recall the coffee spill situation or the "I'm just clumsy" story.

This situation, got me thinking. First a caveat. I'm a big proponent 'of seeking first to understand and then be understood'. I don't know the lady in question and therefore what I'm about to say could be very wrong. It could be that the individual has a genuine medical condition which drives her clumsiness. However...

My thought as I sat there was how much of the clumsiness was born out of a story the lady tells herself. My guess is that the lady has been telling herself for years. "I'm a clumsy person". The challenge with the things we think about ourselves is that they drive our feelings and behaviour. So in this situation, a two-minute incident then got reinforced in the ladies mind by the 30 minutes of "I'm just a clumsy person".

Let's replay the same scenario through a different mindset and thought pattern. "*Arrh, I've knocked my coffee over. Wow, there are helpful people in this world, what could have been tricky has been resolved so quickly with everyone's kind help. Oh and a fresh coffee. How nice is this place?*"

Both people faced the same situation (reality) and went through very different thinking as a result. One fuelled the body with potentially quite harmful chemicals, for example, cortisol (the stress hormone) and the other with positive chemicals, for example, dopamine (the feel-good hormone). Now chances are both were present in both scenarios but the first version would be heavily stacked with stress.

Why is this important? Well, both situations felt real to the individual and both explanations were made up. The challenge with the negative version is that the individual probably tells herself that she is a clumsy person regularly. And guess what she lives out that story. Chances are she wasn't born clumsy. It's probably a story she picked up early in life that she believes is true.

We all have our own stories that we tell ourselves. Some serve us and some definitely don't. Knowing the difference is key. The stories that drive our stress also make it harder (if not impossible) to think objectively and rationally.

What stories do you tell yourself that might need testing?

As always I'm interested in any questions or observations you might have.

As always I'm interested in how you get on if you explore the content of the article. Drop me a line on [damian@effectivechallenge.com](mailto:damian@effectivechallenge.com)

If the article has resonated, you might like to check out my podcast which explores topics which are aimed at improving your performance and results  
[www.effectivechallenge.com/podcasts](http://www.effectivechallenge.com/podcasts)

Until next time,

Damian

**Damian Piper**

Change coach and consultant



**"To live greatly, we must develop the capacity to face trouble with courage, disappointment with cheerfulness, and triumph with humility" Thomas S. Monson**

### **Highlights from an MBA... Responsible Leadership**

This edition comes to you on deadline day, so I'll be keeping it fairly short, but wanted to share a theory on Responsible Leadership with you. This is a fairly new development in leadership studies, which tries to relate the significant global challenges we currently face, with each of our roles as leaders in organisations that can have an influence. It balances the 'romanticism' of creating a better world, being hopeful, idealistic and leading change, with a 'realism' that recognises the huge complexity of the challenges we face and is sceptical of grand statements and new initiatives. It calls for a collaborative, leader-stakeholder approach (rather than leader-follower), fit for a complex interconnected world (those wicked problems I talked about in my last post).

Steve Kempster and Brigid Carroll, leading authors of this new theory, set out ten principles for it:

- 1) An attention and commitment to social responsibility and CSR
- 2) Multiple levels of responsibility – to other people, teams, organisations and the wider society
- 3) A stakeholder (not just shareholder) perspective
- 4) Ethical duties (see my post on [giving voice to values](#)):
  - a. do no harm and do good
  - b. duty of care (not just for those in 'caring' professions)
  - c. duty of assistance
  - d. duty of justice
- 5) Global intercultural sensitivity, cosmopolitanism and world leadership
- 6) An outcome orientation: not just financial but the 'triple bottom line' to balance financial, societal and environmental outcomes
- 7) Sense-making and sense-giving, that is how we all, through our interactions, continually create meaning, give and make sense of things for ourselves and others within a context. We can do this consciously with a sense of purpose
- 8) Shared responsibility, requiring a collective, connected approach
- 9) Conscious of our use of resources of all kinds: people, money and natural
- 10) Short-term and long-term balance of responsibilities

So, this responsible leadership perspective doesn't give us the answers, but calls on us to recognise that each of us has a role in shaping how the world develops and whilst we cannot fix it all, we can

create significant change by taking an approach that recognises our duties to multiple stakeholders and our ability to influence them and wider conversations across society. Whether it is in the board room, or round the dining table, the way you approach a challenge as a leader can promote a more responsible approach. Perhaps this post can help you to stop and think next time you are making a decision for your organisation, family, community or self:

- Who are you involving and who will be impacted?
- What factors are you considering short-term and long-term?
- What outcomes are you seeking for each stakeholder involved?

It doesn't give you the answers, but might help you be more conscious and reflective as you move forward as a leader.

For more reading on this see: Steve Kempster and Brigid Carroll (2016) *Responsible Leadership: Realism and Romanticism* London: Routledge.

Meike Beckford

*With thanks to [Lancaster University Management School](#), Randall Zindler, Steve Kempster and the whole Executive MBA team and cohort.*

*You can follow me on twitter [@MeikeB88](#) and my organisation [@DoshTweets](#) and [www.dosh.org](#).*

People are attracted to positivity and joy. A negative attitude is more repelling than any bad look. Change it in order to attract people. @TheGoldenMirror

## **BEING BETTINA'S DAD and THELMA'S SON - BEING STOIC**

### **From Grandmother to Granddaughter**



(Stockton on Tees Parish Church)

Thelma Kelly sits patiently waiting for Holy Communion to begin at her Parish Church in Stockton on Tees. Suddenly her thoughts are interrupted as two church wardens walk assertively past her, towards the Vicar. They whisper a message in his ear and the Vicar nods. He turns towards his congregation to inform them that World War 2 has begun and, as the air raid sirens sound, he asks his congregation to leave the church in an orderly fashion and evacuate towards the air-raid shelters. It is 11am on Sunday 3<sup>rd</sup> September 1939.

This is a memory I prised from my mum. Even though she was only 13 years old at the time, it was crystal clear in her memory. I asked her how she felt? What was her family's reaction? She said they were resigned to the news; it was something they personally had no control over and that they would draw comfort from each other. My mum said her father had survived the trenches in the last war (despite being wounded three times) and they would get through this one too. This was my first understanding of stoicism.

Bettina sits on top of a slide in a playground on holiday in Weymouth, she is 9 years old. I see her looking at other children of a similar age and she looks for their 'unspoken code' and clues. Bettina knows she is 'different' to them and I see the determination in her eyes, and her body language, to fit in and do the things they are doing. I feel both moved and proud of Bettina. Her struggle to understand and make sense of her world (a daily challenge, even now) is not going to stop her enjoying her life and getting to where she feels she needs to be. Bettina is stoic and it is one of the many attributes I admire and respect.

#### **For Thelma and Bettina being stoic was/is:**

- Accepting a situation, you have no control over – smile in the face of adversity
- Thinking before you speak and emotionally react.
- Not to wish for what you do not have, cheerfully making the most of the things that do come your way.
- You cannot put things back to the way they were – so you look forward
- "What really frightens and dismays us is not external events themselves, but the way in which we think about them" Thelma knew that Sunday as they walked calmly to the shelters, that things would change, but no matter what they would make the best of the situation(s) together as a family.

#### A definition of Stoicism?

Stoicism is a school of Hellenistic philosophy which was founded by Zeno of Citium, in Athens, in the early 3rd century BC. Stoicism is a philosophy of personal ethics informed by its system of logic and its views on the natural world. According to its teachings, as social beings, the path to eudaimonia for humans is found in accepting the moment as it presents itself, by not allowing oneself to be controlled by the desire for pleasure or fear of pain, by using one's mind to understand the world and to do one's part in nature's plan, and by working together and treating others fairly and justly.

#### **My 5 lessons from their stoicism**

1. I will stay grounded and always be open to new knowledge. I know that whatever opportunity comes my way it will come with new learning. (It is a given that I will always have so much to learn).
2. Focus on being fair and having a sense of fair play. I will endeavour to avoid emotional conflict. I will avoid wasteful pursuits such as holding grudges and seeking revenge when I think I may have been wronged. I will do this by my living my life well.
3. Face each obstacle with patience and see it as an opportunity for growth
4. Facing fear with courage like Bettina: <https://leadershipintheraw.org/2018/12/10/being-bettinas-dad-what-is-courage-without-fear/>
5. To focus only on what I can control (my emotions, words and actions) and I will let go of the rest

"A Stoic is someone who transforms fear into prudence, pain into transformation, mistakes into initiation, and desire into undertaking."

— Taleb Nassim Nicholas

### **Acceptance.**

During a long journey to work I listened to an audio 'The Chimp Paradox the Mind Management programme; by Professor Steve Peters. Prof Steve tells his listeners he has three life truths:

1. Life is unfair
2. The goal posts move
3. There are no guarantees

I am not sure that Professor Steve Peters is specifically referring to stoicism, however I think if I adopt these life truths, I can plan for setbacks, disappointments, perceived failures with stoicism and patience like Thelma did and Bettina does every day of her life.

### **Be a stoic today and tomorrow**

Floods will rob us of one thing, fire of another. These are conditions of our existence which we cannot change. What we can do is adopt a noble spirit, such a spirit as befits a good person, so that we may bear up bravely under all that fortune sends us and bring our wills into tune with nature's.

- *Seneca, Letters from a Stoic*

*Footnote: A year after the war concluded Thelma had the first white wedding in Stockton on Tees parish church (her mum had saved their clothing rations so her family could make this happen).*



(Thelma Kelly circa 1940s)

*Thelma survived the first five years of Bettina's life admiring her spirit and endurance (stoicism) as 'B' came to terms with her severe autism.*

Steve Raw [www.leadershipintheraw.org](http://www.leadershipintheraw.org)

"Don't underestimate me. I know more than say, think more than I speak & notice more than you realise"

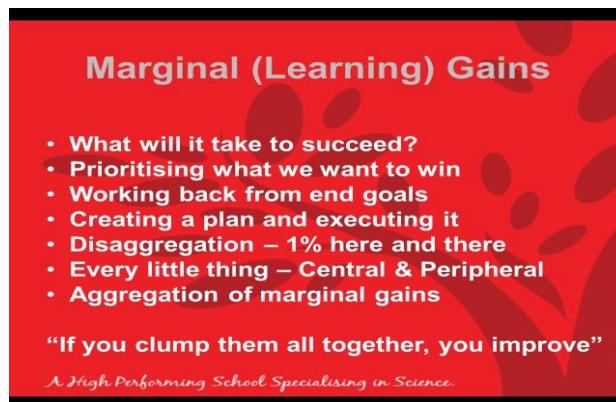
"These words are a 100% our daughter, Bettina. We would love to spend just five minutes inside her head" Joyce Raw

One of my aims in my new role at Head of Workforce Strategy and Engagement for the Thera Group ([www.thera.co.uk](http://www.thera.co.uk)) is to make 'marginal gains' in every area of my accountability and responsibility.

Making "Marginal Gains has always been at the core of both my careers, my sport and my personal life. What do marginal gains mean?



**Sir Dave Brailsford**



What are the marginal gains you are going to make in 2020?

(Steve Raw)

#### **My Top 5 Picks from Ted.com**

Each month I trawl Ted.com for presentations which I think may inspire you. I hope these 5 hit the mark:

**The danger of silence:**

[https://www.ted.com/talks/clint\\_smith\\_the\\_danger\\_of\\_silence](https://www.ted.com/talks/clint_smith_the_danger_of_silence)

"We spend so much time listening to the things people are saying that we rarely pay attention to the things they don't," says poet and teacher Clint Smith. A short, powerful piece from the heart, about finding the courage to speak up against ignorance and injustice.

### **What Ping Pong taught me about life:**

[https://www.ted.com/talks/pico\\_iyer\\_what\\_ping\\_pong\\_taught\\_me\\_about\\_life](https://www.ted.com/talks/pico_iyer_what_ping_pong_taught_me_about_life)

Growing up in England, Pico Iyer was taught that the point of a game was to win. Now, some 50 years later, he's realized that competition can be "more like an act of love." In this charming, subtly profound talk, he explores what regular games of ping-pong in his neighbourhood in Japan have revealed about the riddle of winning -- and shows why not knowing who's won can feel like the ultimate victory.

### **How to turn a group of strangers into a team:**

[https://www.ted.com/talks/amy\\_edmondson\\_how\\_to\\_turn\\_a\\_group\\_of\\_strangers\\_into\\_a\\_team](https://www.ted.com/talks/amy_edmondson_how_to_turn_a_group_of_strangers_into_a_team)

Business school professor Amy Edmondson studies "teaming," where people come together quickly (and often temporarily) to solve new, urgent or unusual problems. Recalling stories of teamwork on the fly, such as the incredible rescue of 33 miners trapped half a mile underground in Chile in 2010, Edmondson shares the elements needed to turn a group of strangers into a quick-thinking team that can nimbly respond to challenges.

### **The secret to giving great feedback:**

[https://www.ted.com/talks/leeann\\_renniger\\_the\\_secret\\_to\\_giving\\_great\\_feedback](https://www.ted.com/talks/leeann_renniger_the_secret_to_giving_great_feedback)

Humans have been coming up with ways to give constructive criticism for centuries, but somehow we're still pretty terrible at it. Cognitive psychologist LeeAnn Renniger shares a scientifically proven method for giving effective feedback.

### **Five ways to create stronger connections:**

[https://www.ted.com/talks/robert\\_reffkin\\_5\\_ways\\_to\\_create\\_stronger\\_connections](https://www.ted.com/talks/robert_reffkin_5_ways_to_create_stronger_connections)

In a tech-obsessed culture, it can be difficult to build genuine relationships with people, especially in the workplace. Robert Reffkin shares his tips and tricks for establishing authentic connections on the job.

"Courage is never to let your actions be influenced by your fears" Arthur Koestler

### **How to never worry what other people think about you**

Time to read: 12 seconds

Dear Steve

How to never worry what other people think about you, ever again (while being extremely popular!)

- Give total and unconditional love to anyone and everyone that you ever meet, including and especially yourself.
- Do not compare yourself to others.
- Take total ownership of how you act and react.

**In short, as the saying goes:**

**Go out looking for friends and you will find very few. Go out and be a friend, and you will find many.**

At times it seems there is a taboo against being your own best friend, and as you read these words it may feel as if that taboo is being lifted, out of you and high into the sky. WOW imagine how that feels right now.

David (David Taylor: writer, broadcaster and trainer)

"The most beautiful things in the world cannot be seen or touched, they are felt with the heart." - Antoine de Saint-Exupéry

## **8 Traits of Healthy Relationships**

**by Jim Rohn**

Nothing can bring more joy to life than beautifully fulfilling relationships. The depth of meaning, understanding and appreciation that these kinds of relationships bring is almost unfathomable. And, of course, as many people find out, nothing can bring so much pain as a broken relationship with someone dear to you.

Yes, relationships make the world go 'round. For better or for worse. But the exciting thing is that we can do much to increase our chances of having terrific relationships—relationships that are fulfilling and exciting, rich with meaning, joy and love.

There are basics that govern most human relationships and these basics are what I want to cover below. So here is my list of the eight essentials that I believe make up the basics of healthy relationships:

### **1. Love**

Now, this all depends on your definition of love. Most people think that love is a feeling, but I would strongly debate that point. Actually, the concept of "like" is really about feelings. When you say you like someone, you are talking about how you feel. But when you say that you love someone, you are not necessarily talking about how you feel about them. Love is much deeper than a feeling. Love is a commitment we make to people to always treat that person right and honourably.

Yes, for those we become especially close to, we will have feelings of love, but I believe it is time for us to re-examine what we mean by love. We must expand our definition of what love means by including the commitment aspect of love. For healthy relationships, we must love everyone. We may not like them based on how we feel about them, but we should love them based on our definition of love above which in turn determines how we should act toward them; that is, treat them right and honourably. This is the basis of all healthy relationships.

### **2. Serving Heart**

My good friend Zig Ziglar says frequently that "you can have everything you want in life if you help enough other people get what they want out of life."

The concept he is talking about is having a heart and life that is focused on serving other people. Life is best lived in service to others. This does not mean that we do not strive for the best for ourselves. It does mean that in all things we serve other people, including our family, co-workers and friends. We must learn to help those who deserve it, not just those who need it—life responds to deserve not need.

### **3. Honest Communication**

In any good relationship, you will find open and honest communication. Communication is so important because it is the vehicle that allows us to verbalize what is inside us and enables it to

connect with another person. Isn't communication amazing? One person is feeling one thing, and through communication, another person can find that out and feel it too amazing.

And this is a vital goal in good relationships—to communicate, to tell each other what we are thinking and what we are feeling. It enables us to make a connection. Sometimes we are the one speaking and other times we are listening. Either way, the central tenet is communication for the sake of building the relationship and making it stronger. And here's what's exciting: If we just communicate, we can get by. But if we communicate skilfully, we can work miracles!

#### **4. Friendliness**

Put simply, relationships just work better when we are friendly with others. Being friendly can cushion the bumpy ride we sometimes experience in our relationships. Cheerfulness goes a long way toward building lasting relationships. I mean, nobody wants to be around a grump, do they? The fact is that the friendlier you are the more you are going to have people who want to pursue longer-lasting, mutually beneficial relationships with you. So, cheer up, put on a smile, have kind words to say to others, treat people with a great deal of friendliness and you will see your relationships improve.

#### **5. Patience**

People being people, we have an awful lot of time for practice in the area of patience. People are not perfect and will constantly fail us. And conversely, we will fail other people. So, while we try to have more patience for others, we need their patience as well.

So often, I think relationships break down because people give up and lose patience. I am talking about all kinds of friendships, marriages, business relationships, etc. Recent research has shown that those marriages that go through major turmoil, and then make it through, are very strong after doing so. Patience wins out. Those who give up on relationships too early, or because the other person isn't perfect, often forget that their next friend, their next spouse or business partner will not be perfect either! So, we would do well to cultivate this skill and learn to have more patience.

#### **6. Loyalty**

Loyalty is a commitment to another person. Sadly, loyalty is often a missing element in many relationships today. We have forgotten what it means to be loyal. Our consumer mentality has affected this to some degree. People are no longer loyal to a product. And unfortunately, many companies are not loyal to their clients or patrons.

Regrettably, this has spilled over into our relationships. It is one thing to switch brands of dishwashing detergent. It is another thing altogether to switch friends. Sometimes we just need to commit to being loyal and let the relationship move forward. We need a higher level of stick-to-it-iveness! This kind of loyalty will take our relationships to a much deeper level. What a powerful and secure feeling of knowing that you have a relationship with someone who is loyal to you and you to them—that neither of you is going anywhere even when things get tough. Wow, how powerful!

#### **7. A Common Purpose**

One of the basics of healthy relationships is to have a common purpose, and oftentimes this is a component that is initially overlooked, but for a long-term, long-lasting relationship it is vital. Think about how many friends you have met through the years while working on a common purpose. Maybe it was someone you met while participating in sports, while working on a political campaign, attending church, at your office, or anything that brought you together to work on a common purpose.

You had that strong common bond of purpose that brought you together and held you together. Working together, building together, failing and succeeding together—all while pursuing a common purpose—is what relationships are made of. Find people with whom you have common purposes and sow the seeds of great relationships, and then reap the long-lasting benefits.

## **8. Fun**

All good relationships have some element of fun. Now, that doesn't necessarily mean loud, raucous fun, though that is appropriate for some relationships. But even in business relationships, there should be some fun. It should be fun to do business with those who you are going to have a long-term business relationship with.

Fun brings enjoyment to the relationship and that is important. I think that oftentimes this key element can be easily forgotten or neglected in our family and spousal relationships. The fun things we did initially in a new relationship after a while can be taken for granted or simply fall by the wayside and we stop creating the fun and joy. So, remember to consciously craft fun situations and moments, for these are the glue that hold our memories together and make our lives sweet.

There are so many key ingredients to making and maintaining great, long-lasting relationships. Each of the eight components we discussed brings unique dynamics and rewards to your relationships. Let's begin to focus on improving our relationships in these areas and see what miracles occur!

*This post originally appeared on [SUCCESS.com](http://SUCCESS.com).*

## **7 key forgotten strengths that you already have**

**Time to read: 27 seconds**

**Dear Steve**

**In one of our Client Business Partners recently, I had a look at their internal Learning and Development Programme – it was impressive, thorough and slightly confusing.**

**Confusing because 7 of the one-day events covered strengths that we all had when we were children:**

- 1. Agility**
- 2. Confidence to speak up**
- 3. Ideas**
- 4. Getting to the point**
- 5. Resilience**
- 6. Asking questions**
- 7. Well-being and happiness**

**And we still have! They may be buried deep within us; however, they are still there, somewhere, waiting to be uncovered, unlocked and unleashed.**

**Maybe start by choosing one you are still good at and ensuring you practice it and use it every day, and another you would like to reignite, and do the same?**

**As we always say in Naked Leader – there is nothing ‘wrong’ with you – so go out there and be the very best that you already are and help others to be the same.**

**David**

(David Taylor author of the Naked Leader series)

"The most beautiful things in the world cannot be seen or touched, they are felt with the heart." - Antoine de Saint-Exupéry

### My personal top 20 interview tips

by **STEVE** • DECEMBER 3, 2014

### My top 20 interview tips

Over the weekend I was asked by someone for some tips on interviews and I wanted to share them with you. Here are my top 20 personal tips that have worked for me:

1. **Dress to communicate – what is your message?** And from the Army: ‘Look the Part Feel the Part’ and’ Look Good Feel Good’. For me clothes are a form of communication, it is saying you have taken the time to prepare, you respect the importance of the interview and you take personal pride. I also think it demonstrates to people who are interviewing you that you will be a good ambassador for your role.
2. **When you walk in the room.** It is true what they say – the first 20 seconds when you walk through the door is when you make your biggest impression.
3. **Avoid obstacles.** You will be nervous, as we all are, so the last thing you want to do is trip over your bag or briefcase. When you sit down put it to either the left or right never between your feet.
4. **Visualise** – how you want your interview to pan out. What I did before a race is the same as that before an interview. Find a quiet place 20 minutes before the interview and close your eyes and visualise of how you will see a winning interview happen for you. How you imagine is how it will happen
5. I am always pleasantly surprised that so many of my competitors don’t prepare for some reason. Have everything ready the day before – check it off (your notes, presentations, hand-outs, any media you need – check if they have what you need at the venue – phone the PA)
6. **Added value.** What do you bring that is extra to your organisation that is not in the Job Description? It could be that you are a trainer or speaker on a related subject, you are a member of a forum – best of all you do voluntary work.
7. **Competencies** – examples for each question. If the interview is done correctly the questions should come from the Job Competencies or Job Description. So be prepared to give examples of your experience of each competency. I find that if I type these out they stick in my mind.
8. **Star – maximise your score.** Again, if the interview is done in a fair way you will be scored on each question – you want to get the top score! ‘**STAR**’ is something I use when I am giving an

example for an answer to one of the panel questions. **Situation** (what you were involved in) **Target** (what was your aim) **Actions** (what did you do) **Results** (what were the effects) When I am doing interviews if someone gives me this with a real example then they get top points, if they haven't experienced this question then following this method may still get them good points

9. **Play to your audience.** Research your panel – find out who they are and find out what is important to them or what motivates them. I have been interviewed by my current boss three or four times now, and for her it is all about people taking control of their lives; finding out what people want not what we think they want, and also my understanding of the aims and objectives of our organisation. Google their names, find out if they have written papers on subjects that are important to them, also find out what concerns them because you need to be their solution.
10. **Know the business plan.** Know the business plan inside out and be prepared to quote elements in your responses, it shows you are on message and that you have showed respect by doing your research
11. **Pretend you don't know the people who are interviewing you** (if you do know them). Don't be over-familiar even if you recognise or have known people on the panel for some considerable time.
12. **Reccce the venue.** Check out where you are going days before the interview, know exactly where it is and how long it takes to get there. Turn up 20–30 minutes before you need to on the day so you can relax
13. **Anticipate questions.** If you were on the panel what questions would you ask? Be prepared for the tricky questions – the old chestnuts: 'What are your weaknesses?' 'Give me an example of where something went wrong or you made a mistake?' Be honest but also demonstrate how you turned it around
14. **Eye contact and remember to smile** Be confident and the best way to show how confident you are is to smile and give eye contact
15. **Ensure you are responding to their questions not what you would like their questions to be.** This is easily done especially when you are nervous. Repeat the question back if you have to. It might be that there are 2 questions in there so break it down, but before you get the second part confirm again what the question is.
16. **Rehearse rehearse.** Your interview and your presentation. Do it with a critical friend
17. **Presentations?** Don't just use one media and have a backup e.g. A3 sheets of your presentation if the projector doesn't work; have an extension lead in your car if they don't have one and your projector lead and laptop don't reach the plug.
18. **Remember you are going for the new job not the one you are doing right now.** Respond to the questions as if you are already in that position. The panel need to have confidence that you can do the job so paint a picture for them that you are already doing it – it will inspire confidence in them and also in you.
19. **What is your vision? What would be your vision statement be?** So many people don't have a vision – paint a picture of what can be and capture their imagination. What would be your vision statement? (try and have one in 3 or 4 words that sums up your vision –they are then likely to remember it)
20. **Closing the interview.** Sense when they want to bring it to an end and help them. Stand up, shake hands and thank each panel member for their time.

What are your top interview tips?

Source: Steve Raw [www.leadershipintheraw.org](http://www.leadershipintheraw.org)

**Tell yourself the following everyday:**

- I create my own reality.
- I am grateful for all that I have.
- I am happy and excited about life.
- I am healthy and full of energy.
- I am confident about who I am.
- I have inner peace and joy.

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