

LEADERSHIP and ENGAGEMENT

Covid19 editions

June 2020

(Established 2006)

Welcome to this month's edition.

“**is that just rude**”. By Damian Piper our Resilience Coach Is our first article. “There’s real benefit in keeping more of an open mind about behaviour that looks out of place.”

‘**Giving Voices to Values**’ Meike Beckford, Lead Director at Dosh Ltd “This is something we all deal with both professionally and personally, whether it is being asked to by-pass standard checks and processes to rush something urgent through, or brush something under the carpet that doesn’t look so good. Equally, we have opportunities to do something to strengthen our values through new projects and everyday work, particularly in leadership roles.” *Thanks, Meike*

‘**AN ALTERNATIVE TO QUALIFICATIONS**’ from Roger Whalley, his second article which I am pleased to say is now a series. This article resonated with me, as someone who left school at 15 years old with a 10-yard swimming certificate. (the Army saved my education by the way).

Jonny Rudge, Thera Group’s Head of Fund Raising shared ‘A user manual for me’ which I can recommend.

By popular demand I have again included my personal **Top 20 Interview Tips**. This is something I recently shared with a follower on Twitter who was going for a job interview the following day. (He was successful)

The Raw family have started to come out of Covid19 ‘Lockdown’ and are looking forward to our Whitby holiday in August. Being Bettina’s Dad I am going to be Taking the time to be grateful and showing gratitude (this article was written during a previous Whitby Holiday). This is 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: @SteveRaw836 sharing leadership thoughts at 7am, 7 days a week. We welcome new followers!

Take Care and Stay Well

Steve Raw FinstLM, FCMI, GCGI

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It's not about how good you are,

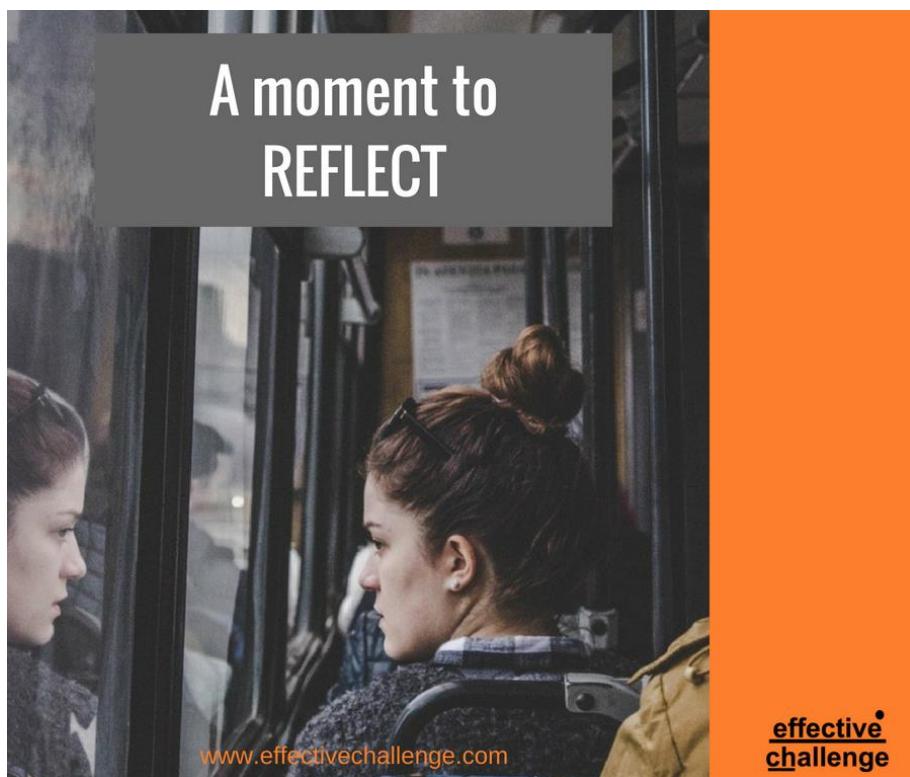
It's how Good You want to be

"Is that just rude?

Chatting with someone today, I'll call them Ken for the point of this post. Ken was frustrated by someone's behaviour. The person, who it transpires has had a history of mental health challenges, had avoided speaking to Ken on the phone. He interpreted this as rudeness. We chatted some more and explored why Ken had arrived at this conclusion with such certainty. My sense was that this position had been determined from Ken's point of view.

Fair play to Ken as we explored alternatives for the situation he faced. "Of course I suppose he could have been suffering from another bout of depression". As he uttered these words the look on his face completely changed. From one of frustration to empathy. We don't know the real reason behind the situation. What we can say with a fair bit of certainty is that there are many reasons that influence a person's behaviour. Whilst it can be frustrating, you never know what's really going on beneath the surface.

Given mental health challenges 1 in 4 people in the UK chances are you will meet someone everyday who is suffering. There's real benefit in keeping more of an open mind about behaviour that looks out of place."



Source: Damian Piper

"One day you will look back and realise that you worried too much about things that don't

really matter" Buddha's Teaching & Science

Giving Voices to Values

Meike Beckford, Lead Director at Dosh Ltd

We have been thinking about our values in my organisation Dosh recently, and particularly how we act on them – doing and not just saying, particularly when it's not easy. This comes from my MBA work on ethics and values which led to a project with the Dosh team to check on our shared understanding of our values, think about what makes it easy and difficult to act on them and looking at how we can practice speaking up and acting in line with our values the next time we are challenged.

This is something we all deal with both professionally and personally, whether it is being asked to bypass standard checks and processes to rush something urgent through, or brush something under the carpet that doesn't look so good. Equally, we have opportunities to do something to strengthen our values through new projects and everyday work, particularly in leadership roles.

Every day, we have to make judgements – we exercise *practical wisdom*. This means 'wanting to do the right thing and *figuring out the right way* to do the right thing in a particular circumstance, with a particular person, at a particular time' (Barry Schwartz¹). This idea comes from Aristotle and has been developed by many academics, management writers and others since. It says:

- We need both emotion and logic/reason to make good decisions
- We can't have a rule or process for everything – we all need to exercise judgement and having too many rules can 'deskill' us and block people's ability to think about ethical and moral considerations
- We can practice and build this moral skill and we learn from experience
- We each need to take personal responsibility for the ethical decisions we make
- Some decisions are not clear, but sometimes we *do* know what we should do, and the difficulty is *actually doing it*

There is some serious background to this, in studies that have looked at how some of the worst atrocities committed across the world were passively or actively accepted and allowed by many people who didn't speak up. More recently, Mary Gentile has picked up this idea and asked what made the minority speak up and what can we learn to help us all build this skill?

She has created the concept of Giving Voice to Values (see [this video](#) and her [website and book](#)² for much more on this), which we adopted to help us think about our own approaches. Here are the steps we followed to help us explore the topic within Dosh:

1) What are our values?

There's no point in giving voice to something if you don't know what that is, so we started by reviewing what we thought our organisational and personal values were, what the common ground was and how we wanted to act as an organisation.

For Dosh these centred on being person centred, putting people in control of their money and enabling them to achieve their goals

2) Reflecting on past experiences, enablers and disablers

We each looked at past experiences where we had and hadn't acted on our values and thought in each case about what had helped us to, or blocked us from, speaking up. We gathered these together as our enablers and disablers. There were some similarities, but these are also personal to each individual, so it needed some personal reflection on what worked for each of us.

For example, for me an enabler is having a strong values-based, supportive culture around me, whereas a disabler is being rushed and put under pressure to make a decision immediately.

3) Practicing our response

Knowing what enables us to respond the way we want, we then discussed current situations we are facing and what arguments and responses we are likely to hear from others against acting in line with our values. This might be that we don't have time to do things properly, or that we should be loyal to our team (and therefore not expose our mistakes). We can then use our knowledge of our enablers to create the right situation and approach and practice or 'pre-script' our responses: 'when they say X, I will say Y' and I will speak to them about it in this situation/environment. This is not about taking away people's judgement or having a set response for everything, but helping people to be confident in saying what they want to say.

We discussed responses like 'I understand this is urgent and I also need to make sure we keep X safe, so this is what we can do to move this forward...'

This is all about building up everyone's skills in acting on our values, as we recognise that we each make decisions in our everyday work that can strengthen or undermine our values and ultimately shape our long-term culture and direction as an organisation. It is not down to one manager to make all the decisions or set out enough processes to cover every eventuality, but upskilling and building confidence so that everyone can drive forward, voice and live their and the organisation's values now and in the future.

¹ Barry Schwartz (2011) Practical wisdom and organizations. *Research in Organizational Behavior*, 31, 3-23.

² Mary C Gentile (2010) *Giving voice to values: how to speak your mind when you know what's right.* New Haven [Conn.]: Yale University Press.

“Moral excellence comes about as a result of habit. We become just by doing just acts, temperate by temperate acts, brave by doing brave acts” Aristotle

AN ALTERNATIVE TO QUALIFICATIONS

Last month I wrote about the various roles involved in successful leadership. To become a good leader requires of you the ability and willingness to keep learning. As a wise old man said to me when I was a callow young man “*Every day is school day*”. I didn’t really understand the meaning of this as I had just left school following a very unhappy period in my life.

To say I didn’t enjoy school would be an understatement. I really didn’t enjoy it! It wasn’t that I didn’t enjoy learning, I just didn’t enjoy the process of being taught. I am a very free spirit; I enjoy an unstructured life and as a result I didn’t enjoy the discipline of formal education. I left school as soon as I could and I went out into the wide world to see what I could make of it.

No higher education; no university; no business school; just what is always called the University of Life. I learned the hard way that life without qualifications was going to be a problem. So, I looked at the qualifications that I did have and found that I had some important ones that many who went through the whole formal education process maybe didn’t have.

The first non-qualification that I had was...

Enthusiasm - a burning need to achieve something, maybe everything. A cheerfulness which I found to be infectious. When I approached a challenge, I didn’t look at why it couldn’t be achieved I looked at how it could. I found that my enthusiasm helped me to find ways to complete tasks that others had found hard. “*Come on guys, let’s get this done*” was always my mantra when faced with the impossible. Of course, I sometimes fell over my own feet on the way to a solution but I always got up and got on with it.

The next non-qualification I had was...

Positive body language - an openness in manner; a friendliness that wasn’t just words but a welcome to anyone I met. There’s an old saying that there are “*no strangers just friends that we haven’t yet met*”. As a result, I found that people were more likely to come to my help when I was falling over. I loved the article in last month’s magazine which pointed out that a smile is infectious, if you smile at someone, even a stranger and they are likely to smile back. When, not if, that happens your problems are half-way solved

And a third non-qualification that helped me was...

Energy – the ability to work a 24-hour day without tiring; the ability to keep going when those around were faltering. We are going through the worst, debilitating, period in my life-time and yet a 99-year-old man used his reserves of energy to walk 100 times around his garden and raised of 35 million pounds for the NHS. Do you think that Captain Tom who is now Sir Tom lacked energy? He kept going until he had reached his goal and as a result carved his name into history. Not just 15 minutes of fame for him, I would guess that for the rest of his life he will be admired.

And a fourth...

Doing Extra – the exact opposite of Mr Jobsworth. Not just doing your job but going that extra mile. Helpfulness seems to be missing today, but when we find it, don't we feel good. The customer helpline where the person on the end of the phone genuinely wants to help you. Sometimes these lines should be called the customer unhelp line because that's what they seem to do. The telephone is sometimes the only contact that we have so we never see the person on the other end of the line but we form a picture in our mind of what that person looks like, isn't it nice when the picture is of someone smiling and being genuinely interested in us?

Half way through now, number five...

Passion – I've worked in one industry for all my working life, it all started with an interest in cars which developed into a passion for cars. This has helped me far more than an MBA, I was always more interested in an MGB. Having a passion for our career means that we get immersed in it. I've been retired for some years now and yet I still have a passion for the motor industry. I follow all of the trends; I still subscribe to all the motor magazines both here and from other countries; I seek to find out what the future will bring and that constant interest fuels my enthusiasm

On the back straight now...

Willingness to learn – I eventually understood what that wise old man meant when he said "*Every day is school day*". And through learning, understanding the need for and the direction of change. My industry has undergone massive changes in my working years, and there are more ahead. I found that because I was eager, not just willing, to learn I could formulate direction of change and help to implement them. Just because I had been a dunder-head at school didn't mean that I was unable to learn in later life. In fact, learning became easier once I had left school. Maybe it was just my rebellious nature that didn't respond?

Six down, four to go...

Being prepared – through my career I have had countless times when I have had to present ideas to my colleagues. Some of whom would probably want me to fail. Another homily, "*To fail to prepare is to prepare to fail*". When I have had to give a lecture to a body of people, most of whom were far better educated than me I made sure that I had all my ducks in a row. If it involved anything electronic or technical, I would test, test and test again to make sure that when I pressed the switch for the first slide, I could confidently look at my audience and know that it wasn't a picture of my baby daughter in her bath.

The final bend, the chequered flag is in sight...

Punctuality – I would rather be an hour early than a minute late. You don't need any O-levels to demonstrate that. If you can't be on time then don't agree to the time set. I've sat in rooms waiting for someone who thought that their time was more important than mine. If you're late for a flight then it will go without you, give the same respect to your colleagues and maybe they will do the same for you. It is the ultimate mark of disrespect to be late for an agreed meeting time.

Just entering the final straight...

Attitude – no one teaches that at university. You can only teach that to yourself. If you approach every situation in life with a positive attitude that it will always turn out right, then mostly it will. Attitude is not just body posture although that does help. If you walk tall then you will feel tall. I have a friend who is not much more than 5 foot 2 but he stands, dresses and behaves as if he is 6 foot 2. Not for

him is the small man syndrome, he genuinely thinks of himself as tall. He will never let anyone talk down to him. His attitude is overcoming his lack of altitude

The finish line. No 10 and you're a winner ...

Work ethic – having an ethical approach to work overcomes all of a person's shortcomings in other areas. Managers, Employers, and Colleagues all appreciate someone who has the right work ethics. A person who gives more than they get; a person who goes that extra mile; who is cheerful and thorough; who always delivers on time; who never steals the office pens. If there is ever a choice between two people of equal experience then the person who can be relied upon will always get the nod.

So, there we are. I've given you six O-levels, 3 A-levels and a degree in management. If you can develop these skills and tailor them to your own personality then you need never fear any lack of qualifications. A final homily for you to remember is "If it is to be, it's up to me". No one else can do it for you.

Source Roger Whalley Director for Aspire part of the Thera Group.

"By being yourself , you put something wonderful in the world that was not there before" Edwin Elliot

My personal top 20 interview tips

by [STEVE](#) • DECEMBER 3, 2014

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.

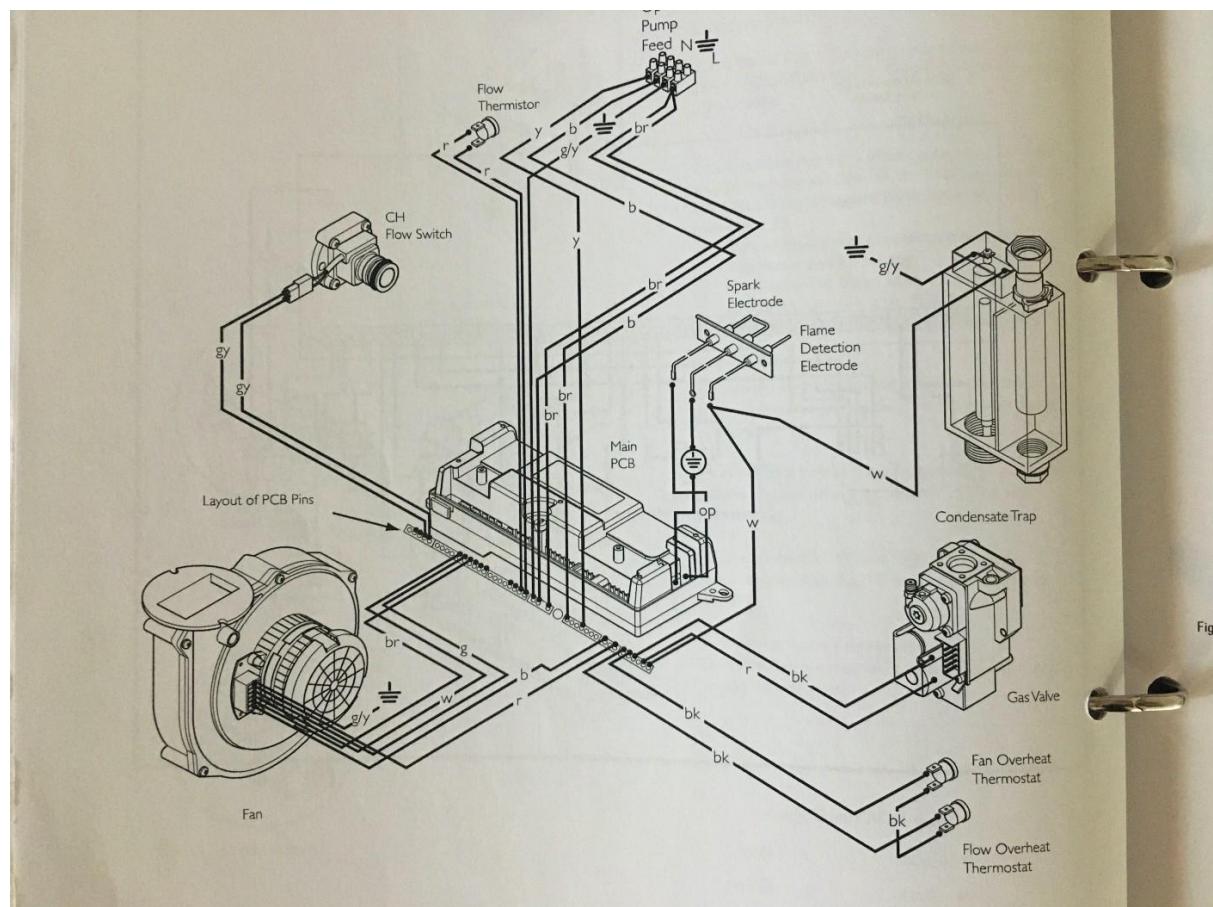
18. **Remember you are going for the new job not the one you are doing right now.** Respond to the questions as if you are already in that position. The panel need to have confidence that you can do the job so paint a picture for them that you are already doing it – it will inspire confidence in them and 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.

Source: Steve Raw www.leadershipintheraw.org

A user manual for me



4 min read



The user manual for my boiler. A complicated machine, very unlike a complex human.

I'm collaborating with lot of different people and groups at the moment, from paid work with clients, to side projects with friends, to Covid-19 volunteering. I'm publishing my user manual as a way to give a quick intro when I start working with someone (thanks to [caitlinconnors](#) for the prompt). User manuals are really useful for developing your team culture and ways of working, particularly when working remotely.

A few caveats:

- I don't expect anyone to read to the end of this! For a team exercise, I'd create a much shorter version
- Sharing my user manual doesn't mean that I expect all of my individual needs and preferences to be met
- I'm writing this in May 2020, when the UK is in Covid-19 lockdown, so I'm writing with our current work habits in mind

Read more about the origin of user manuals [here](#), see other examples [here](#) and [here](#) from [Cassie Robinson](#), and [@jukesie](#). Hat tip to [NOBL](#) for some of the question prompts below.

Conditions I like to work in

- For remote work: A two hour chunk each day with no Zoom calls
- In co-located spaces: Natural light, and, while coffee shop-style hubbub is lovely, people having loud conversations right next to me is stressful. I also need time to recover after workshops.

The times/hours I like to work

- For client project work, 10am — 6pm, four days per week. I don't do client project work in the evenings or weekends, except for writing, which I find much easier in the evening. I frequently do freelance admin and side project work on weekends
- For synchronous work, I'm better in the morning

The best ways to communicate with me

- Slack for bigger group projects, WhatsApp for small, quick projects with fewer than five people
- Email, WhatsApp or Twitter DM for general getting in touch. Call if it's urgent (but please don't leave a voicemail!). All my notifications are turned off and I don't have Slack or Twitter on my phone. I find LinkedIn painful, and rarely check it

The ways I like to receive feedback

- Tell me what was good or bad, how it affected you or the team, and what I could do differently
- I will always ask for your permission to give you feedback, and it helps me if you do the same

Things I need

- Accountability. I need to know when we're going to speak next, so I have a deadline to work to and someone to avoid disappointing
- Intentionality about [asynchronous versus synchronous work](#). For example, for deeper design and content creation, I like to create a v1 and then come together as a group to iterate towards v2, rather than trying to create synchronously from scratch

Things I love

- Connecting people to each other
- Reading and [sharing useful stuff](#)
- Amplifying great work, giving credit and attribution to individuals
- Coaching and mentoring people to help them accomplish the things that matter to them
- Working in the open

When working in a team, my real strength is

- I can simultaneously hold the short and the long-term, the tactical and the strategic, and I'll connect everything back to our intended impact

Things I struggle with

- Waffle. Especially if I'm in delivery-mode, I find it excruciating when people don't get to the point. [I need to work on this](#)
- Imposter syndrome

Things I'm trying to get better at

- Being a better ally and embedding anti-oppression in my work
- Genuinely honest, assertive, authentic, non-violent communication (overcoming my conditioning, which is [this](#))
- Reducing my perfectionism

Other things to know about me

- My biggest passion is food. I love thinking about it, planning meals, food shopping, cooking, eating and reading about ecology, the food system and different food cultures
- I'm super interested in learning and adaptation, the role of identity in change, culture design, community design, systems design, ending things well, uncertainty, leadership and decentralisation
- I get upset if I perceive that the people I'm working with don't prioritise the people they serve and their employees, and aren't aware of how societal dynamics show up in organisations (for example, heteronormativity, patriarchy and white supremacy)
- I have a few chronic illnesses, which mean I have to manage my energy carefully and design how I work — I have strong boundaries and I will protect them, even over pleasing others. You can read more my illness [here](#). On a related note, for non-pandemic times, I don't eat gluten or dairy or drink alcohol. I take my tea with almond or oat milk, order a lime soda at the pub, and probably won't eat the office snacks...
- My values are freedom, equity, growth, care, risk-taking, meaning and balance
- My strengths are: resilience, independence, curiosity, creativity, empathy, loyalty, focus, analysis

112

- [Remote Working](#)
- [Teamwork](#)
- [Team Building](#)
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- [Organizational Design](#)



WRITTEN BY

[emrosebaz](#)

Follow

Designer. I help social impact organisations become more adaptive and human-centred. Formerly @FutureGov

“Do more things that make you forget to check your phone” unknown

This month's Top 3 Leadership & Management Presentations

From Meike Beckford (Lead Director for Dosh Ltd www.dosh.org)

“We've been recommended some videos to watch for our MBA consultancy module, which I thought I'd share with you.” Thanks, Meike.

1 How to turn a group of strangers into a team, Amy Edmondson

(external link: <https://www.youtube.com/watch?v=3boKz0Exros>)

2 Build a tower, build a team, Tom Wujec

(external link: https://www.youtube.com/watch?v=HO_yKBit08M)

3 A guide to collaborative leadership, Lorna Davis

(external link: <https://www.youtube.com/watch?v=9zC2Bc22QfA>)

The Next 3, Massive Challenges Opportunities

Time to Read: 75 seconds

Dear Steve

The Next 3, Massive Challenges Opportunities

1. Psychological

The Challenge

Mental Health is the next pandemic.

The Opportunity

Remove the stigma – it's ok to feel as you do and it's brave to share. You are not alone. Buddy or Mutually Mentor with someone you know who needs help and let them help you. Find happiness through helping each other.

2. Social

The Challenge

To open up more chances, choices, and opportunities for all.

The Opportunity

Organisations with a Cause and realise that Leadership is a Force for Good, or it's not leadership at all, will survive and thrive. Those that don't, will struggle.

3. Economic

The Challenge

Many countries are economically bust.

The Opportunity

Create new value by running our organisations differently – recognise that your people are human beings not human doings. Unleash all of the strengths, passions, and genius in everyone, not just a chosen few. And yes, at last, simplify.

With my love and best wishes to you all – please stay well

David

David Taylor author of the Naked Leader Books

“If you woke up this morning in a nice warm bed, if all your loved ones are safe and happy and you have food/water - why wouldn't you be grateful?” Joyce Raw

This evening as I entered our living room, Bettina was standing hugging and kissing one of our cushions which has a picture/transfer of Whitby Harbour. Bettina was communicating to us that she wants to be there again and for it not to be cancelled like our Devon holiday, booked for the end of June. We have everything crossed for Bettina that this will be going ahead. Whatever happens though we are taking the time to be grateful for our 'lot' as we come out of Covid19.

Being Bettina's Dad – Taking the time to be grateful and showing gratitude

by [STEVE](#) • SEPTEMBER 9, 2015



Bettina and Steve at Whitby, throwing pebbles

It's 7am as I descend from the golf course lane on to the promenade and I am met by waves crashing against the sea wall. I turn right along the path and ahead of me are the Banjo Piers. To the left are small fishing boats and on my right is an array of multi coloured beach huts. As I start to run hard against the wind and the sea mist, once again I have an overwhelming feeling inside that gives me a high.

Now it is the afternoon and I sit on a park bench with Bettina on the West Cliffs of Whitby. I look down at the fishing harbour as boats manoeuvre their way through the twin piers and then I look up to at the '199 steps' watching people make their way to the ruins of the Abbey and then experience the same feeling I had in the early hours of this morning.

It is the feeling of being thankful – 'Gratitude'

As a family we have been coming to Whitby for the last 14 years, my life slows down for a week and I get lots of time to spend with Bettina, and we walk, and we think (Bettina is a great thinker!). Spending this amount of time with Bettina enables me to learn something about her and how she sees her world.

An emotion she clearly expresses to those around her is how 'grateful' she is for the things that come her way. **So, what have I learned from Bettina about Gratitude?**

- Bettina is always thankful for what she has already, not worrying or feeling entitled for what she doesn't have
- Bettina is always excited about her life and the opportunities that come her way
- Bettina starts everyday expressing her happiness and what lies ahead of her
- That gratitude should be shared with those around you – it is contagious
- That happiness can come from the simplest things in your life.

What is Bettina's '5' rules for showing gratitude?

1. "Thank you so much" is a term that you cannot demand from Bettina, but she says it often when someone does something for her. No one can tell Bettina what to say or how she should feel but when she says this to you, you feel good inside – you want to do more and go further for her.
2. Being sincere about what you are grateful for and the gratitude you show – Bettina gives you eye contact (something not easy for a person who copes with Autism) when she is expressing her emotion to you.
3. That 'gratitude' is an attitude that you can choose to have – Bettina has always been consistent with this attitude
4. Bettina cherishes every moment of her life – she is a source of inspiration to me and others
5. By being joyful and appreciative

Gratitude gives you the ability to overcome worry, confusion, frustration, resentment and dark moments in your life. Life is short so, like Bettina, I will show some gratitude today and again tomorrow.

We had an amazing week together in Whitby and it is one that I will be grateful for the rest of year – until, of course, I am back there again with Bettina.

Related: 'My Happy Place' <https://leadershipintheraw.org/2016/09/12/my-happy-place/>



Source: Steve Raw www.leadershipintheraw.org

"Better to be the one that smiles than the one who didn't smile back"

Whenever we are out with Bettina she always smiles at people and you can see how that small act can make someone's day! Joyce