



## LEADERSHIP –COACHING AND MENTORING PACK

### The Christmas Special Annual

2006 - 2022

I would especially like to thank everyone who sends me wonderful messages about both the Leadership & Engagement pack and blog posts 'Being Bettina's Dad' series. Your emails make my day! Thank you for your support.

The 'Christmas Annual' includes a piece from each month, working backwards through the year. A new article from our Resilience Coach, Damian Piper 'December 22 – And another thing...' Damian's articles 'book-end' this special edition.

**Please remember to dream!**

**Your job is the dream of the unemployed**

**Your house is the dream of the homeless**

**Your smile is the dream of the depressed**

**Your health is the dream of those who are sick**

**Beautiful things happen when you distance yourself from negativity**

**Find something to be grateful for and never forget to dream**

**Courtesy of Jane Moss**

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***It's not about how good you are***

***It's how Good You want to be***

## December 22 – And another thing...

Damian Piper CBE

Christmas trees are going up, more (and more) mince pies are appearing, and the wide array of Christmas ads are fighting for our attention for what we need to do to have the 'perfect' Christmas. The lived experience for some people is that the run up to Christmas adds more things to the to do list and it can become stressful as the often over extended expectations gather pace like a festive snowball running down a hill. To avoid getting 'splatted' by that snowball when it has become huge, here are three ideas to consider.

**Start with what's truly important.** Take a moment to think about what is truly important. Giving a bigger picture perspective can help with this. Yes, you want everything to be perfect for the holiday celebrations, however if that 'perfect' comes at the cost of stress and arguments are we getting it right? Many people find that it can help to write the important down. That can help you navigate the things that are likely to come your way. It's unlikely that you will have a particular brand of brandy sauce on your truly important list? Yet that's not how it can feel when you can't get it. Just saying...

**Manage your expectations.** More than any other time of the year I find people have a set of expectations that fall short of the reality they face. Theodore Roosevelt said, "*comparison is the thief of joy*". I'd say often our own expectations are in the same category. There are a whole load of influences that form our expectations and some of those are hard to manage. However, when we are aware of them, we put ourselves in a stronger position to do something about them. This is not to say don't have expectations. They are important motivators. We need to ensure that our expectations are seen in the context of the reality they find themselves in. If we set the expectation that everyone needs to have a brilliant time, then there is a fair chance you will fall short. Firstly 'brilliant time' is relative to the individual and secondly, it's outside of your control. That doesn't mean we can't create an environment that can influence a brilliant time. Just be careful that our own joy isn't fully reliant on other people's positive experience.

**Take breaks.** There's some great research on the importance of breaks. The accumulative stress that builds up when we don't take breaks is hard to argue with – if you're interested [here's an example](#) of research from Microsoft. This doesn't just apply to our professional lives. When it comes to stress management your brain and your body does not make the distinction between personal and professional. We all instinctively know this yet find ourselves driving forward relentlessly. Only to find we snap at someone or have a disproportionate response to the situations we face. Or the heavy cold you come down with as your stress induced and turbo charged immune system relaxes making you vulnerable on Boxing Day – known as the 'let down' effect. Prioritising time to recalibrate and refresh is key. It doesn't have to be long. However, in my experience of working with people these short breaks will never find themselves making their way to the top of your to do list. You have to prioritise that yourself.

Whatever you end up doing this holiday season I wish you well and all the very best for 2023.

Damian [damian@effectivechallenge.com](mailto:damian@effectivechallenge.com)



[www.effectivechallenge.com/podcasts](http://www.effectivechallenge.com/podcasts)

### From November's edition

#### **'Kindness in Leadership'**

Justin Smith

A recent conversation with a CSL (Community Support Leader (Manager)) got me thinking about the concept of kindness in leadership. When we think of the qualities of leadership, we often leave kindness out, it just not a trait that springs to mind right way, and yet it is really important for leaders within organisations.

The CSL had been providing some coaching with one of her staff and was talking about how it is possible to manage assertively, *and the same time be kind*. The concept of kindness in leaders came up at Thera East Anglia's recent Senior Support Worker (SSW) development day; it is clear that our SSWs feel that it is a vital quality, and one they like to see in the people who lead them.

Personally, I have always found it important to show a little kindness, and to consider how those difficult conversations can be tackled whilst still demonstrating kindness: this, the CSL I was chatting with, and the SSW development day got me looking at the subject.

The Cambridge Dictionary defines kindness as...

*"the quality of being generous, helpful, and caring about other people, or an act showing this quality"*

Andrea Goodridge - Leadership Coach, says that kindness in an organisation is essential in order to build trust and increase engagement in teams. She lists some of the behaviours you might see in kind leaders.

- Championing inclusion
- Showing compassion for and empathy with people's personal issues

- Treating every member of your organisation with respect
- Having a personal touch in your communications with others

Andrea says that when a leader shows kindness in their approach, others are much more likely to be open and honest: this way, leaders can get to the root causes when things go wrong. <https://adflorem.com/blog/kindness-in-leadership/>

Emily Marsh of [t-three.com](https://www.t-three.com) says that kind leaders are good leaders...

*"Kind leadership brings in all the different elements of [authenticity](#), transparency, warmth, building trust, and empowering people. So, when we talk about kindness, what we really mean is including a little of each of these different subsections of being a good leader in your day-to-day approach and intent.*

*Part of being 'good' at leadership is understanding and valuing what's going on with the people you lead. It's about understanding the [personalities](#) you work with and creating a team, culture and a business that is flexible enough and encouraging enough to invite individuals to be themselves at work.*

*This is so important. The expectation that you have one persona at home and one persona at work has gone. We bring our whole selves to work, and life doesn't stop at the door, we all need to feel safe and comfortable in that space, no matter what the day brings. In that sense, leaders need a certain level of [emotional intelligence](#) to understand where people are and what matters to them. <https://www.t-three.com/thinking-space/blog/kind-leadership-matters>".*

It doesn't take much effort to check in on someone who is having a hard time, in or outside of work. Telling someone what they have just done is great takes moments and can mean a lot to the recipient. Having those tricky conversations but in a kind way, and in the way you would want them handled if you were the person on the receiving end requires some emotional intelligence - a skill that can be built on. Taking anyone's worries seriously is a kind way to lead. An organisation with a no blame culture is a kind organisation, and one led by kind leaders.

I think we work in an organisation that values kindness in its leadership.

Justin  
Justin Smith  
Operations Manager for Thera East Anglia  
[www.thera.co.uk](http://www.thera.co.uk)



From October's edition

## **BEING BETTINA'S PARENTS – THE BARRIERS WE FACE**



Bettina smashes through barriers of communication

and one of those successes is being able to read

Have you come out of an interview and thought “I could have answered that question better”? I recently had the privilege of being interviewed for a podcast by Nicola Payne from ‘MacIntyre Families’ about my experiences of being a carer for Bettina who copes with a learning disability and autism. I think the interview went well. [Being Bettina's Dad – this month's Family Podcast | MacIntyre \(macintyrecharity.org\)](#) There was one question I thought I could have answered better: What are the barriers you faced as a parent carer and how did you overcome them?

Since the interview I have thought about those barriers and how we tackled them. There seemed to be so many obstacles for Bettina. We faced these hurdles and obstructions, almost on a daily basis in her early years and we probably saw them as part of our normal life together as a family.

Once Bettina had a diagnosis (which can be a barrier for some) then came obtaining Speech & Language therapy; special needs education; transition to appropriate Sixth Form education; adult support which meant finding people with autism training/awareness who could support Bettina appropriately; a personal budget; ongoing life skills – the list goes on!

Hopefully, by sharing our experiences of smashing through barriers, they may help you to navigate through the systems and processes you face both in life and work.

So, what did we encounter?

- Budgets: we would often hear a common soundbite “if we allocate funding to your daughter, we will have to take it away from someone else” at different stages of her life.
- ‘Professionals’ who believe they know what is best, coming to meetings with pre-conceived ideas of “one size fits all” mentality for a person with a learning disability.

- ‘Professionals’ with outdated ideas or ways of working. When Bettina was quite young, Victorian institutions for people with a learning disability still existed and with this came institutional thinking.
- ‘Professionals’ feeling, they were losing control, or having the need to control events. They were not used to being questioned or having to justify their obstruction.
- Delaying tactics – “let’s review this in six months” either hoping you will change your mind, or you will give up.

Do these barriers resonate with you? They are often similar barriers I have faced in my careers too.

A barrier can be something such as a rule, law, policy or a person that makes it difficult or impossible for something to happen or be achieved.

### **Bettina’s parents top five tips for the barriers we face**

1. **Learn the language.** At the outset of our campaign to obtain the support and resources Bettina needed, we were still part of the Army family (my first career) with its own language and jargon, so we recognised how that could easily exclude people who were not part of that culture. Therefore, we quickly learned the language used by Local Authorities to the point where we even knew their acronyms – doing this meant we were able to have more effective conversations.
2. **An indomitable will to succeed.** With our unconditional love for Bettina, we stood firm to overcome the barriers. Perseverance is a powerful tool.
3. **Preparation and Diligence** with careful and persistent work and effort. From the outset we were always fully prepared before our meetings, having read the necessary policies, procedures (and sometimes even the legal framework) we rehearsed what we would say and the answers to anticipated questions during a ‘pre-match’ meal. We found it was important as parents to have a consistent approach when challenging a barrier for Bettina’s support.
4. **Playing the long game.** Knowing we would not get what we needed for Bettina at our first (or second) meeting, we knew that we would eventually get what B’ was entitled to - even if it involved wearing everyone down with our persistence and ‘killing’ them with our kindness – we were in it for the long run.
5. **Working within the system**, rather than shouting from the side lines. This was a conscious decision we made minutes after Bettina was excluded during her first term at school. We have found we could make effective change, not just for Bettina but those coming through the system by involving ourselves and contributing to the change we wanted to see not just for Bettina but also her peers.

### **And what Bettina does to smash through those barriers**

- ✓ **Perseverance** – a single mindedness despite difficulty or delay in achieving success, knowing she has the staying power to succeed. This is something you will see in yourself over a period of time too.

- ✓ **Finding and Making Allies.** With her winning personality, Bettina draws in people, so they feel they have a stake in her life and her success. We share her vision and capture their imaginations, so it becomes their vision too.
- ✓ **Tests the Barrier** – We have observed Bettina repeatedly testing the obstacle(s) she encounters until they are no longer insurmountable. Bettina is in it for the long game too!



Bettina at work in her Garden Centre. Access to work can often be a barrier for people who cope with a learning disability

“Sometimes life is so busy that you forget where your story started and the journey, so it was lovely to be reminded that our one constant: unconditional love, can take you through the barriers - together. ❤️”

Joyce Raw

I am just back from a super morning with Bettina in Frinton-on-Sea. Bettina is a bit of a star there, whichever shop we go into people light up when they see her and ask her how she is. Bettina: "I am fine thank you". After the beach we sit on a bench and 'B' puts her feet up. An elderly couple on another bench said, "she always does that". I had not noticed them before, but they clearly remember Bettina.

Related: Being Bettina's Mum & Dad: Ogres of Optimism

<https://livelikearaw.wordpress.com/2017/04/03/being-bettinas-mum-dad-ogres-of-optimism/>

Related: Being Bettina's Mum & Dad: Discovery & Endurance

<https://livelikearaw.wordpress.com/2016/02/02/being-bettinas-mum-dad-discovery-endurance/>



From September's edition

## The Choice of Opposites

Time to read: under 54 seconds



Dear Steve

You decide which help move you closer to your outcome, and which move you further away...

1. Which do you say more, “And” or “But”?
2. Do you believe it when you see it, or see it when you believe it?
3. When talking with your team, do you say “I,” or “We”?
4. When you want to make a change in your life, is it a should, or a must?
5. Real honesty question: Does the room light up when you enter, or when you leave?
6. When you listen to your people, team or department, do you hear noise, or music?
7. Do you ask more often, “what’s going wrong”? Or “what’s going right”?

And finally, a big one

8. Do you say “You don’t understand what I am saying” or “Sorry, I am not explaining myself very well”

Your opinion, choices, and words – your decision, always

With my love or best wishes, whichever you prefer

David

@nakedleader across all social media

[www.davidtaylorblog.com](http://www.davidtaylorblog.com)

[www.thorlhome.com](http://www.thorlhome.com)

(David Taylor one of my favourite leadership gurus – I recommend his books to you.





From [August's](#) edition

## Vampires Part 2 – Listening and Being Open to Changing Your Mind

By Jonny Rudge



The last piece I wrote had vampires in the title and used a music reference to make a point. It's always risky trying to repeat the same trick twice, but I'm going to do it anyway!

I found myself in leadership roles fairly early on in my career, largely because I was self-employed and then in a partnership, growing a team to develop that business. In those early days, people wanted me to make decisions rather than canvass their opinions.

But I've learned to putting myself in a position where I openly invite challenge by others, holding a position where I'm willing to have my mind changed in the face of new information.

When I took on a charity Board role in my early 30s, it took me time to find the approach I was most comfortable with to ensure I provided sound leadership for that organisation.

There were some strong, experienced voices on that Board, but I found that by going in with an open mind, I could offer meaningful contributions by analysing and processing opposing views before delivering better informed comment further into the debate. Had I spoken first, I would have had more limited information to draw upon as I didn't have the experience of the others.

As for the music, I really do listen to the lyrics in the music I love very carefully. They add a whole new dimension to something I would have enjoyed anyway, so it's no surprise that some of my favourite musicians are very strong in the lyrics department too.

And so, in listening to Vampire Weekend's excellent self-titled first album, full of smart lyrics and a broad set of influences, and in particular the track [I Stand Corrected](#), I started thinking about pride and willingness to change position/admit fault:

*You've been checking on my facts  
And I admit I have been lax  
In double screening what I say  
It wasn't funny anyway*

*I stand corrected*

*I stand corrected*

*No one cares when you are wrong*

*But I've been at this far too long*

*To act like that when we should be*

*In perfect harmony*

*I stand corrected*

*I, oh, I stand corrected*

It feels to me as though we are living in a world where admitting you've changed your mind is increasingly seen as a sign of weakness. People are inflexible with their opinions, afraid of being called out, and very quick to go on the defensive when they are.

We are seeing people splinter into ideologically aligned groups, not just in politics, which ultimately means surrounding ourselves with people who hold very similar opinions to us. Whilst this may seem like a comfortable space to inhabit, it ultimately stifles debate, creativity and progress.

It is right that leaders need to be strong at times and take difficult decisions in the strategic interest. But if you commit to a position, in the face of overwhelming information which points to the opposite, then you are at risk of allowing pride/stubbornness to become your primary decision-making lens.

Leaders need to be ready to explain those decisions and be challenged on them, because if you can't justify them, should you have taken them in the first place?

It isn't always a comfortable journey as you start to leave yourself open to scrutiny, or to hold back on taking a position until you've heard what others have to say. But it's a journey that is well worth committing to as those around will respect you more for it and pull together behind a common cause if they feel their opinion matters and decisions can be explained and justified.

Some people try to portray themselves as leaders in group environments by being the first to speak or taking a position early in a debate, then debating it passionately and defending that position to the bitter end.

Every discussion or debate needs someone to speak first. But being a leader doesn't mean you have to be the one who does that every time. Leading can mean setting the example that it's OK to let others air their opinions, as you absorb and compare what is being discussed.

Opinions and information need to be brought to discussions to allow a decision or direction to be arrived at. But being a leader doesn't mean bringing opinions so entrenched that, even in the face of opposing opinion or information,

**Test yourself:** A good test of your willingness to embrace (or at least tolerate!) opposing opinion is to choose a subject you know relatively well and hold a particular opinion on,

then actively seek an opposing opinion to yours, or spend time really reading and trying to understand counterpoints to your own.

You may well feel the urge to belittle those counterpoints, or dismiss them altogether, but they often didn't form by accident. If you aren't open to exploring why they did form, you are likely missing out on an opportunity for progression yourself, because the world is rarely black and white, and there is a lot of potential for progress hiding in the grey areas if only we were willing to explore them in the first place.

And if you find a counterpoint which does change your opinion, then be willing to say to yourself 'I stand corrected!'

**Source:** Jonny Rudge - Head of Fundraising Thera Trust

**From July's edition**

## **CAREER MASTERCLASS**

### **SEEING WOODS AND TREES**

**Step back.** Hours spent obsessing at your desk won't solve anything. Perspective will. Distance yourself physically and mentally from the problem (go for a lunchtime walk, lose yourself in a book) and only return to it once your head is clear.

**Mimic the masters.** Great Ormond Street Hospital surgeons identified speed, precision, and clear division of tasks as key to successful patient handovers. So, they recruited Ferrari's F1 pit stop engineers as teachers. Find people who are succeeding in the areas you aren't and watch their every move.

**Change tack.** Try the opposite to how you usually approach problems. If you're obsessive about detail, concentrate on the big picture. If you work methodically, try jumping between ideas until you spot patterns. Rash souls take extra time to contemplate; and ditherers, set yourself a deadline.

**Tip the balance.** State your objective (I want my boss to notice me) then list factors that will help you achieve it (presenting in monthly meetings) and opposing factors (credit stealing colleagues). Increase the influence of your supporting factors (better presentations), add more, and eliminate opposing factors (confront credit-stealers). Ensure the good far outweighs the bad.

**Define the problem.** Repeatedly given urgent tasks at 6pm? Your challenge could be simple and self-contained (prioritising quickly) or complex and company-wide (tackling culture of disrespect). Decide which before you act.

**Get reckless.** Don't let fear cloud your judgment. Marketing emails missing the mark? Imagine what you would try if you couldn't fail. Write down all ideas, however crazy without editing. Now take another look. Are they all so impossible?

**Go with the gut.** If a rational approach has left you more confused than ever, stop thinking and trust your instincts.

The Mind Gym – Relationship is published by Little, Brown

### **From June's edition**

#### **You don't have to be the one who is always inspiring.**

A day spent with Thera East Anglia's leaders



It is always an honour and a privilege to receive an invitation to attend a leadership workshop, especially if it comes from a company you admire. I received a recent invite from the senior managers of Thera East Anglia, a company who support adults with a learning disability. They had organised a day for their first line supervisors (Senior Support Workers).

A scenic journey through country lanes took me to a village near Ely in Cambridgeshire. I was uplifted by the countryside and very much looking forward to the day.

Sitting down at a table with Laura, Sandra, and Jo - who are Senior Support Workers, I was quickly engaged with their insights on leadership, enjoying hearing their 'take' on effective leadership and being a role model for their colleagues.

The day focused on getting back to basics, having honest conversations about their role, the competencies required and how it impacts on their colleagues and the people they support (people with a learning disability).

#### **5 things I got from the day & 1 Takeaway**

1. Hearing first-hand what challenges and what frustrates people.
2. What inspires people to do more and be more for the people they support. What was clearly evident from the conversations is that they are passionate about people with a learning disability.
3. The importance of role models and role modelling – a key aspect of the role of Senior Support Worker is that they are role models for their colleagues. The conversation focused on leading by example.
4. Empowered to be able to lead (inspiring support workers) but also feeling able to offer supportive words, and to point people in the right direction.
5. Putting aside time in everyone's busy work schedule to invest in colleagues' leadership & development.

## And 1 Take Away from Justin Smith Operations Manager for Thera East Anglia:

‘Anyone can lead when the plan is working’

[Anyone Can Lead When the Plan is Working... Guest Post by Justin Smith – Leadership in the Raw](#)

## 5 Enduring Leadership Questions (heard during the day).

With a quick-fire answer from me:

1. What is the difference between a Leader and a Manager?  
*A. Managers make decisions – Leaders do the right things*
2. Are you born to be a leader, or do you learn to become one?  
*A. You become – and everyone is a leader in some shape or form*
3. Does it matter what your social background is to be an effective leader that your followers can relate to?  
*A. from experience in both careers NO! all that matters to people is that you genuinely care for them.*
4. Do you have to have served on the ‘shop floor’ to understand the issues staff have?  
*A. It helps to have had a similar experience, especially when it comes to making decisions.*
5. Do Leaders need to be extroverts? – during the workshops I had an opportunity to discuss this with Justin Smith and Yvette Ferguson the two senior managers who kindly invited me to their ‘day’.  
*A. I was reminded of an article by a friend and former colleague: David Sandell wrote: ‘Charisma isn’t always enough’ [Charisma isn’t always enough – Leadership in the Raw](#) David is a successful businessman and an internationally recognised artist.*

## 5 Leadership MythBusters

1. As the leader **you don’t always have to be the person inspiring** – seek out people who will inspire you. They do this with their thoughts, ideas, and actions. You just need to listen.
2. You don’t have to be the one with all the ideas – if you surround yourself with talent, it is highly likely your colleagues’ ideas will soon outnumber yours. I see this as a sign of success in the teams I have managed.  
Related: [The 3rd Leadership Lesson I learned – Surround yourself with Talent – Leadership in the Raw](#)
3. Management and Leadership is not the same thing. This was one of the questions during the leadership day and a specific question: what is the difference? The words “leader” and “manager” are used interchangeably, but the two functions are distinct. Managers set and enforce rules and control a group in order to accomplish defined goals. Both roles are necessary. The key is to strike the right balance.
4. Leaders are not infallible. It’s easy to see leaders as infallible. However, not only does everyone make mistakes, but those errors help us learn and grow.

5. Leadership is not about titles! Leaders are often people who influence and inspire their colleagues, not necessarily the ones who hold positions of authority. My youngest daughter Bettina copes with a learning disability and autism is a leader, she has changed so many people's lives and their outlook on life while not holding a position of authority through a job title:

[Being Bettina's Dad. Leading when you are not holding a Leadership Position. – Leadership in the Raw](#)



On my long journey home, I had time to reflect on a day surrounded by 20 leaders, feeling fortunate to have had this time to hear what motivates and drives them to do what they do for people with a learning disability and....**once more realising that you don't always have to be the one inspiring.**



The venue for our leadership day - The Glebe is located next door to St Andrews Church, High Street, Sutton near Ely

Thera East Anglia can be found on the following platforms:

Web: [www.thera.co.uk](http://www.thera.co.uk)

Twitter: [Thera East Anglia \(@TheraEastAnglia\) / Twitter](#)

Facebook: [thera east anglia - search results | Facebook](#)

LinkedIn [THERA EAST ANGLIA: About | LinkedIn](#)

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

## From May's edition



By David Sandell, Creative Director & Joint MD Triad Limited.

### **Charisma isn't always enough.**

I often wonder if I had trusted my instincts at an earlier age, whether I might have achieved more in life. I've always considered myself slightly introvert, which may surprise some that know me. Being introverted may well have held back many successful people in their early years, until they decided to step forward; like so many things in life it is often simply confidence that opens doors.

As it happens I generally enjoy the company of those more outgoing than myself. Some such individuals are very dear to me and I often work well with extroverts, like the ying and yang of personality.

The question often asked is this: does being louder and forceful mean your ideas are more likely to be chosen, regardless of whether the ideas are any good or not. History suggests it does. But talkers are not necessarily leaders.

The US Army has a name for this phenomenon: "the bus to Abilene." It's about a family sitting on a porch on a hot summer day and someone says, 'I'm bored. Why don't we go to Abilene?' When they get to Abilene, someone says, 'You know, I didn't really want to go.' Then the next person says, I didn't want to go – I thought you wanted to go,' and so on.\*

The phrase "I think we're getting on a bus to Abilene here" when used in US military circles usually sounds alarm bells, it can stop a conversation and acts like a brake. This suggests we all have a tendency to follow those who initiate action, whether it's right or not. As they say... the squeaky wheel gets the grease.

It therefore follows that authority should be endorsed carefully, perhaps even earned.

Leadership within a formal institutional structure will normally be underpinned with some form of recognised authority. Without such authority leadership has to be proven, involving stepping up to take the initiative and leading by example.

I had some formal leadership training during my time in the armed forces but only to a point. Adapting to civilian life, observation and instinct helped me build on this. Whether that made me a good leader or not I couldn't say, you would have to ask my managers and staff. My business partner and I have managed a design company for 26 years employing around twenty very talented individuals in what is generally considered an extrovert environment; designers, programmers and marketing people, young and old all require a



different approach to maximize their potential. When creatives and programmers collaborate properly amazing things happen. This probably requires a certain type of leadership because it's not as easy as it sounds; designers, administrators and programmers all have quite different mindsets and respond to authority in a different way to that of the military; that said, the fundamentals still apply.

I don't consider myself a charismatic leader, so I try and lead by example or at least by being close enough to people to advise and guide; I'm not saying I'm right, I'm simply trusting my instincts to be in the right place at the right time to be able to say the right thing.

Many accounts indicate that the Duke of Wellington did this so much better than Napoleon at Waterloo. Napoleon hardly moved during the battle, some say due to ailments; deciding to pick his spot and delegate to his generals. Were crucial mistakes a result of blind spots? Wellington in contrast seemed to be omnipresent, intervening at each crisis point of the battle, changing formations in the chaos, rallying etc. They say, Napoleon was adored by his men, was this charisma? Wellington was simply respected; but Wellington's presence showed empathy even though he demanded order and discipline at all times, particularly at each crisis point. This proved to be a major factor in his success.

Personally I don't think good leadership comes easy, you have to work at it. When I need to address staff in a large group, I have tried, sometimes unsuccessfully, to avoid saying too much too fast, trying to make each word count.

John Wayne, famous American actor and film icon, once said, "Talk low, talk slow, and don't say too much."

Coming back to the extrovert/introvert factor:

As a young person I often heard adults saying, "Oh, the quiet ones are the worst". I used to think, how dare they, do they say that because they don't expect the quiet ones to speak up. Then one day I picked my moment and spoke out for the quiet ones.

For those shy ones who feel they may not prosper. I believe many will reach a tipping point when just watching events bumble along unsuccessfully becomes unbearable. You will eventually have to trust your instincts and intervene.

Many of the world's best CEO's are in fact introverts. I do enjoy the company of extroverts, but extrovert leadership has the potential to become oppressive and good management comes in many forms.

"The Power of Introverts in a World that Can't Stop Talking"

Susan Cain

David Sandell | Creative Director and Joint MD Triad Limited

[www.davidsandell.co.uk](http://www.davidsandell.co.uk)

[www.triad.uk.com](http://www.triad.uk.com)

From April's edition

## The 3<sup>rd</sup> Leadership Lesson I learned – Surround yourself with Talent



Standing in front of a room full of colleagues, I am about to open the Dosh (Financial Advocacy) Ltd\* conference as we celebrate our 15<sup>th</sup> Anniversary as a company.

\* [www.dosh.org](http://www.dosh.org) is a 'not for profit' company and part of a charity supporting adults with a learning disability, with their money.

I look around the room and sense the anticipation, enthusiasm, and energy. Once more I am surrounded by talent.

My colleagues have been recruited from the world of banking, local authorities, and social care and two team members are musicians! They all share a commitment and passion for supporting people with a learning disability to have more control and independence over their money.

This was the third leadership lesson I learned in my first career in the Army - if you want to achieve great things, make a difference in other people's lives and leave a lasting legacy you can't do it on your own.

Always surround yourself with people who are even more talented and competent than you." ~ Stephen Covey "If you have great people around you, they will take you higher than your dream will. Leaders are never self-made".

### How this has worked for Dosh in Five Ways:

1. Colleagues who have specific areas of expertise freely share their knowledge with each other which has a knock-on benefit for our customers.
2. We recruit people for their values, knowledge, life experience and their leadership skills – all of our colleagues are leaders.
3. Succession planning and Business Continuity has never been an issue for Dosh, we have always had colleagues ready and willing to step into the 'breach' whenever there is a need.
4. You know when you have a successful team – it is when their ideas outnumber yours. Dosh has continued to thrive because of these ideas.
5. We have sought out other teams within our wider organisation who can support us to deliver for the people we support: IT, Marketing, Contracts, Management

Accountants, HR, Fundraising etc. Super talented colleagues who we call 'Friends of Dosh' and we ensure that we express our gratitude for their help and support on a regular basis.

**How surrounding yourself with talent has made me a better leader:**

1. As a leader you don't have to have all the answers - my talented colleagues do!
2. I have learned from those around me – how they work things out, how they see things from a different perspective and what they know that I don't
3. I have been able to progress my teams' objectives so much quicker for having surrounded myself with talent.
4. One of the leadership highlights in both my careers has been able to play a small part in developing people and progressing their careers. Their success will be my legacy.
5. It has stopped me from being complacent. When you are surrounded by talent you need to perform to your highest standard every day.

**10 Tips on how to surround yourself with talent and retain them:**

1. Recruit and select people who have different backgrounds – go for diversity.
2. Never stop talent-spotting even when you don't have vacancies. I am constantly looking for people I may want to work with, join our team and be part of my network.
3. You need to be secure in yourself as a leader and not feel threatened by people who are going to challenge what you do and what you think.
4. Strive to build a reputation that you welcome and support talent.
5. Find responsibilities that will challenge your talent, so they develop and feel accomplished
6. Constantly be looking for opportunities for your colleagues, not just within your team, so they develop their portfolio of experiences.
7. Don't hold your colleagues back, if they move on then try to retain them within your network. This is something we strive for in Dosh, regularly inviting our former colleagues to our team events. We never forget what they did for our company, they are our 'Legends' and are referred to as such.
8. Look for people who are values-driven, have a positive attitude, lots of energy, and have a track record of delivering results.
9. Always thank colleagues. As a manager at a Registered Care Home many years ago, at the end of every shift I personally thanked each colleague. It was always a privilege to work with them.
10. It is also important to work for good leaders. I have been incredibly fortunate to have worked for some amazing people who continue to be part of my network and influence my leadership and management. In the early 90s I had the good fortune to work with Army officers, five of whom I am still in regular contact with and often call on their help and support.

And finally.....

You know when you are surrounded by talented people - at the end of the day you are happily exhausted. The venue where we are holding our company conference is huge with a labyrinth of corridors. I don't need to ask for directions to the restaurant, I just need to follow the growing sound of laughter and chatter of team members.

When you surround yourself with talent and recruit characters bristling with humour, ideas, and conversation, it's a good place to be.



Angela Atkin a super talented colleague, the first team member and longest serving employee for Dosh Ltd

Cutting the Dosh 15th Anniversary Cake.

Related:

1<sup>st</sup> Leadership Lesson I learned: [The first leadership lesson I learned – It is about others before you – Leadership in the Raw](#)

2<sup>nd</sup> Leadership Lesson I learned: [The second leadership lesson I learned – Self Discipline – Leadership in the Raw](#)

**Steve Raw, Managing Director for Dosh Ltd**



## From March's edition

### Influence: lessons from business for teaching, part 3

Sam Pullan December 30, 2021 4 Minutes

#### Background

If you've read [Part 1](#) or [Part 2](#), you can skip this bit and go straight to [Part 3](#). If not, it'll help.

Car dealers. Marketing executives. Phone companies. Waiters. Teachers. What do we all have in common? We all want people to do what we want. Buy stuff, read stuff, eat stuff, do stuff, don't do stuff, do stuff differently.

It's not always easy, though. Usually the stuff you (we) want people to do is stuff they aren't already doing. Or if they are doing it, they aren't doing it enough, or in quite the right way. We all know that though. So, why this blog?

Well, there I was, idly flicking through Freakonomics Radio, when I came across an episode called [How To Get Anyone To Do Anything](#). Always a sucker for a quick fix (Get rock hard abs fast without exercise or diet? Yes please!) I dived in.

The episode was an interview with Robert Cialdini, author of *Influence: the psychology of persuasion*. First published in 1984 and, I'm told, a classic of the genre, it was updated in 2021, hence the podcast. In it, Cialdini takes host Stephen Dubner through some of the key principles that people he calls "compliance professionals" use to get us to do those things they want us to, but which we probably wouldn't without some gentle encouragement.

It was good. So, I bought the book. And in this short series of blogs, I'm going to outline some of Cialdini's theories and how they might be applicable to various roles in school. He identifies seven "levers of influence" but I'll stick to four: liking, social proof, authority, and commitment and consistency.

A couple of disclaimers: I haven't interrogated Cialdini's sources, nor sought corroboration for his claims. I also note from various reviews that lots of other people have said and written similar things, and no doubt some have contradicted them. Be that as it may, I found lots of the book was relatable and applicable to teaching, and I thought you might too. Here goes.

#### Part 3: Authority

In this chapter, Cialdini explains that "we are trained from birth to believe that obedience to proper authority is right, and disobedience is wrong. This message fills the parental lessons, schoolhouse rhymes, stories and songs of our childhood and is carried forward in the legal, military and political systems we encounter as adults." We can all relate to this: accepting the advice of a doctor, even if it's unexpected; obeying police instructions to move along, even if we don't want to; going to lessons when the bell rings, even if we don't fancy it. (You can decide for yourself whether the last of those relates to teachers or pupils.)

I know there are exceptions to all of these. Dr Internet can help us challenge our GPs; some people simply haven't been through Cialdini's "parental lessons" or stories and songs. But, for the most part, deference to authority exists. So, we might as well use it to our advantage.

First, let's make sure people will view us as being in authority. Cialdini notes several ways to do this. One, get a title. Easy: we all have one as teachers, be it Mr, Ms, Dr or whatever. I know some schools are all for first names, but they are the exception. Two, clothing. Again, easy. Wear something smartish and you're on the way. It's not as good as a uniform but it helps. Three, trappings: costly clothing, expensive jewellery, a nice car. Much less easy, but according to Cialdini mall shoppers were 79% more likely to fill in a survey and homeowners donated to charity 400% more frequently if the person asking them wore a designer sweater.

Second, be a credible authority. Again, we have a huge head start. People are much more likely to go along with the advice of those they deem to have expertise, and we're all experts in our subjects – or at least, more expert than the pupils. You'll have seen this in class, when you've given what you know to be a pretty flaky answer to a good question and the student has accepted it, largely because it came from you. (Come on, I'm not the only one.)

Finally, be a trustworthy authority. Often trust takes time to build, for obvious reasons. But a clever way to shortcut this, Cialdini says, to admit to a weakness up front, especially if it will anyway become apparent later. I can imagine doing this: "Now, I always find this section particularly difficult, because there are so many competing opinions/variables/ways for things to wrong." Come to think of it, that also has the benefit of giving your students permission to fail: if you find it hard, it's fine for them to find it hard too, so there's no shame in getting things wrong. Win win.

If I'm honest, this isn't my favourite of Cialdini's chapters. There's so much more to being an effective authority than looking right, sounding right, and having a title. The good thing, though, is that we don't have to do much to ensure we benefit from his ideas, and we can easily add the authority principles to those of liking (part 1 of this super soaraway series of blogs) and social proof (part 2), we really might find that people will do what we ask more often and with less effort on our part.

Summary: keep your title; look the part; revel in your expertise; but remember that there's lots more to authority than a Rolex.

<https://idontknowtheanswers.wordpress.com/2021/12/30/influence-lessons-from-business-for-teaching-part-3/>

Next time: commitment and consistency.

**Sam Pullan. Head of Y7 and 8. Hist and Pols teacher Twitter @MrSamPullan**

## From February's edition

### Top 3 picks from Ted.com

#### **Measuring what makes life worthwhile**

When the dotcom bubble burst, hotelier Chip Conley went in search of a business model based on happiness. In an old friendship with an employee and in the wisdom of a Buddhist king, he learned that success comes from what you count.

[https://www.ted.com/talks/chip\\_conley\\_measuring\\_what\\_makes\\_life\\_worthwhile](https://www.ted.com/talks/chip_conley_measuring_what_makes_life_worthwhile)

#### **Why great leaders take humour seriously**

[https://www.ted.com/talks/jennifer\\_aaker\\_and\\_naomi\\_bagdonas\\_why\\_great\\_leaders\\_take\\_humor\\_seriously](https://www.ted.com/talks/jennifer_aaker_and_naomi_bagdonas_why_great_leaders_take_humor_seriously)

There's a mistaken belief in today's working world that leaders need to be serious all the time to be taken seriously. The research tells a different story. Based on the course they teach at Stanford's Graduate School of Business, behavioral scientist Jennifer Aaker and corporate stra...

#### **5 steps to remove yourself from drama at work**

[https://www.ted.com/talks/anastasia\\_penright\\_5\\_steps\\_to\\_remove\\_yourself\\_from\\_drama\\_at\\_work](https://www.ted.com/talks/anastasia_penright_5_steps_to_remove_yourself_from_drama_at_work)

Why is it so hard to speak up and productively disagree at work? Leadership and organization coach Betsy Kauffman shows how to bring the candid conversations that usually happen at the watercooler out into the open with four practical strategies you can implement right now to have hon...

## And From January's edition

### **adaptation**

I've just reread my article 'Same storm, different boat' from January 21. It feels like I could repost it and it be as relevant one year on as it was then. Covid themed, it talks about the need to recognise that people respond differently to the same event.

A year on, I'm going to approach the Covid subject from a different angle. Adaptation. One thing feels certain is the probability that what we plan for could well get disrupted. When this happens, the sense of disappointment, frustration and in some cases, anger are often felt or observed in others. I'm not going to pretend there are not real-world consequences and impact to changes in circumstances. Of course there are. What we can do is look to generate greater objectivity about the situation we face. This will put us in a better place to respond in a way that's helpful rather than hindering.



So, what can we do? Thinking in advance about what you'll do if you receive unwelcome news is a great start point. As opposed to trusting that you'll respond appropriately in the moment. Our brains aren't great at that. Here's some ideas to get you thinking

- **Objectivity questions.** Scale is a great way to bring perspective to situations. For example on receipt of unwelcome news asking ourselves, "how important is this on a scale of 1 – 10 where 10 is death" can quickly help do this. This is not to underplay the seriousness of the current situation. There are some situations where we might find ourselves at the upper end of the scale. Chances are though many of the things we face will be at the lower end. With this objectivity we can begin to decide what is an appropriate response.
- **Third parties.** Considering how a third-party might respond can help your thinking. Someone who inspires you, someone who has lots of experience or even someone you want to inspire yourself. This latter one can be interesting. It's rare that you'll see losing your temper or shouting as great role modelling for people we care about. Knowing who you'd like to inspire in advance is critical
- **Pictures.** This one might seem a little leftfield for some. However, one coaching client I worked with used a visualisation to help her respond to events. The image she would conjure up was a stone dropping into a pond. This reminded her that her response needed to be proportionate to the event that had occurred. In the same way water always gives a proportionate response to whatever is dropped into it. This one might not resonate with you. Before discounting, I'd just ask you consider it.

The important thing with any of these ideas is to personalise them for yourself. No matter what comes your way as we kick off the new year. I hope you get to live happily and healthily.

**Damian Piper CBE**

Change and Resilience Coach [www.effectivechallenge.com](http://www.effectivechallenge.com)

