

LEADERSHIP COACHING AND MENTORING –PACK

February 2023

Established in 2006

Welcome to this month's edition.

Damian Piper CBE our Resilience Coach starts this month edition with: **'anger is a volatile fuel'** "As part of my morning routine, I listen to or read a short Stoic passage. It is helpful to get myself grounded and my mind thinking about the day ahead. Sometimes the passage will resonate with a particular challenge or get me thinking about something completely different. Both are helpful. One of the passages this week was on the topic of anger...."

From me..... **'Creating Opportunities'** " Have you ever had one of those conversations that completely changes your direction, one of those conversations that you remain thankful for decades after it happened? I was 19 years old, and it was another hot day in the summer of 1976. I was walking aimlessly around Depot 90, an ammunition depot in Sennelager (Germany) when I started chatting to another young soldier about how bored I was....."

One of my articles **'Leaders Lean Back'** was recently picked up by Centre for Army Leadership' (The Centre of Excellence for British Army Leadership and Leader Development Strategy.) and received this feedback:

"A great example of Mission Command in action here - operating with controlled autonomy and freedom of action, underpinned by a culture of decentralised trust."

The Centre of Army Leadership wish to include it in their book they are putting together. Leaders Lean Back, has been my leadership philosophy in both my careers and I have included this article again in this month's edition.

Look out for two important recommendations from our Leadership Community: Simon Bailey and Elizabeth Lichten. Thank you, Simon, and Elizabeth.

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It's not about how good you are

It's how Good You want to be

– anger is a volatile fuel

As part of my morning routine, I listen to or read a short Stoic passage. It is helpful to get myself grounded and my mind thinking about the day ahead. Sometimes the passage will resonate with a particular challenge or get me thinking about something completely different. Both are helpful. One of the passages this week was on the topic of anger. I thought I'd give my take on what I read from Ryan Holiday's book *The Daily Stoic* for this month's article. Here's the passage

"There is no more stupefying thing than anger, nothing more bent on its own strength. If successful, none more arrogant, if foiled, none more insane—since it's not driven back by weariness even in defeat when fortune removes its adversary, it turns its teeth on itself."

SENECA, ON ANGER, 3.1.5

Ryan Holiday, Stephen Hanselman
The Daily Stoic

We will all have our version of what anger looks and feels like. For some, it's very physical, for example, finding ourselves or observing others slamming a door or raising voices. For others, it's bottled up inside with little to see on the surface. But no matter what version it is, there is minimal, if anything, to be gained by anger. Here are three observations as to why.

1. **Getting angry never solves anything in the medium to long term.** Some people say that anger is a strong motivator to do things differently. It can be used as fuel. It can be, although it's a volatile fuel that is very difficult to manage. Often any perceived progress in the short-term has medium to long-term unhelpful consequences—a short-term answer to a situation that only builds resentment from others. Overproduction of hormones and chemicals in our bodies over time leads to a greater risk of severe health issues. Being blinkered from another person's point of view means you make an irrational decision because in the moment, you respond with only half the story.
2. **Behaviour breeds behaviour.** It's common that when you get angry with someone, they feel threatened. They get angry themselves. Then what follows is an emotional escalation. Something that may have been relatively trivial becomes a full-blown battle of self-worth and identity. Who will back down first becomes a power play with people, often drawing on their position to exert authority over the situation. This leaves a trail of physical and emotional damage in its wake. Hopefully, this gets resolved quickly. However, in my experience of coaching people, sometimes they will hold on to their anger for a long-time. Maya Angelou said, "people will forget what you said, people will forget what you have done, but they **will never forget how you made them feel.**"
3. **It gives the impression of control.** Anger gets us doing all sorts of dumb stuff. Have you ever seen someone take out their anger on an inanimate object? You may have

even found yourself hitting the keys on the keyboard that bit harder as you hastily respond to a clumsily written email you've received. Despite maybe making us feel in control of the situation and for a short period better, there's a high probability the anger-fuelled typing is not helping resolve a problem but making it worse. And yes, I hear you say, but if I've been wronged, I need to let the person know. In no way am I suggesting you shouldn't. However, doing that from a place of balance and objectivity is way more effective.

This is hard to manage. So many of the systems that drive our anger are designed for our survival. They, indeed, are brilliant at it. However, they haven't been given the update to contend with the modern-day world. So can often provide a response that just isn't appropriate. That traffic jam or small child misbehaving is not a threat to your life. **However, the aggregate impact of the body's overreaction to situations can be.**

So, what can you do?

Often our anger comes from a loss of balance and perspective. So here are ideas and approaches to consider, develop and practice. And for transparency, these will need practice unless you achieve zen status.

1. Have a bigger picture. Put the issues of the moment into a bigger-picture context. This will help bring perspective and objectivity.
2. Bring scale into play. Asking ourselves where a situation sits on a scale of 1 to 10 (where 10 is death) can jolt your thinking. Likewise, asking how critical a problem will likely be in 6 months will do the same.
3. How is this helping? Asking ourselves how this is helping is a great provider of perspective. Asking the question will help us step back and observe what is happening.

A final point. Inevitably, we will not always behave as we'd like. If you find yourself in this situation, acknowledge what you have done and, if possible, take steps to put things on a better path. Whatever you end up doing, judging yourself or berating yourself are poor options. Always be kind to yourself.

As always, I'm interested in any comments or observations you have.

Damian

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The 6th Leadership Lesson I learned – Creating Opportunities

Steve Raw



LCpl Raw in Northern Ireland a year after a conversation about seeking opportunities

Have you ever had one of those conversations that completely changes your direction, one of those conversations that you remain thankful for decades after it happened?

I was 19 years old, and it was another hot day in the summer of 1976. I was walking aimlessly around Depot 90, an ammunition depot in Sennelager (Germany) when I started chatting to another young soldier about how bored I was and unsure of how my career in the Army was unfolding. My friend suggested I catch up with Corporal Jimmy James* and talk it through with him.

Jimmy James was someone we all looked up to - an elite sportsman, excellent soldier, someone who was wise and was happy to share his wisdom with those of us starting out on our career.

Jimmy: what do you want out of life?

Me: adventure, excitement and experiences that will stretch me.

Jimmy: those opportunities are not going to be handed to you on a plate. You need to actively look for them, then put yourself forward when they appear, and this is how:

This article is about:

- Testing your abilities, capabilities, and gifts
- Leading a fulfilling life and one without regrets, “if only I had done this when I had the opportunity”
- Having a thirst for life – let’s face it we only come around once.
- And what I did next after my conversation with Jimmy.

My 5 top tips for seeking out opportunities

1. **Making your own luck.** “Luck is when preparation meets opportunity” Seneca. I found that by preparing myself in all aspects of my work and life, I was ready to take on any awesome challenge that presented itself, often when least expected e.g., completing qualifications in a chosen field of work enabled me to do a specific job.

2. **Positioning yourself.** This can occur from a combination of circumstances e.g., being in the right place at the right time, becoming known for a particular expertise and having a 'can-do' attitude and reputation.
3. **Knowing where to look.** During my conversation with Jimmy, he told me about some of the Army publications that regularly posted opportunities for adventure training, courses, exercises, operations, and qualifications. I later qualified as a Hang-Gliding Pilot in the Brecon Beacons after seeing one of those adverts.
4. **Being Open minded.** Don't limit yourself. Something I often say to those who I mentor, don't say to yourself "I only do this".
5. **Build your network.** Having 'referability' - your network refers you on to those who need to fill those exciting opportunities and initiatives. It really is all about who you know:

Related: [Networking: it really is all about who you know – Leadership in the Raw](#)



Richard Branson

My 5 tops tips for acting on an opportunity:

1. Back yourself! You are better than you think.
2. It takes time, so don't rush it.
3. Check in with your coach and/or mentor on your progress
4. Go into an opportunity believing that not all opportunities will be successful – this will help you manage your expectations.
5. Reflect and evaluate - especially the opportunities that had a successful outcome (we often spend too much time analysing what when wrong). If it 'fails' move on to your next opportunity

Related: [Fail and fail big! – Leadership in the Raw](#)



1984 at 'John Ridgeway's School of Adventure' somewhere north of Inverness. An opportunity I found on the last page of my running magazine.

And 5 things leaders should do to support others seeking opportunities

1. Take the time to find out their aspirations
2. Share what it is possible based on your own experiences and those of others.
3. Share your networks.
4. Play your part in sourcing opportunities. If you are their manager, what project, challenge could your colleague take a lead on that will develop them and utilise their talents?
5. Offer to coach and mentor them as they tackle their opportunity.

What I did next shortly after my conversation with Jimmy? Within months I had volunteered for a four-week deployment to Cyprus; an exercise in Bavaria; a special expedition in Norway of trekking and kayaking; a week in Berlin and I was then posted to Northern Ireland (NI) on promotion for a two-year tour. (I can't remember volunteering for NI though!).

I was no longer bored as one exciting career led to another (in social care) and I continue to look for new opportunities.

*** Footnote: Jimmy James**

Last heard of several years ago living in Bicester where he worked for the Ministry of Defence and was at one of our Corps Reunions 4 years ago.

Jimmy thank you for the time you spared to a cheeky youngster nearly 50 years ago. I have benefitted from that conversation in both my careers.

Corporal Jimmy James pictures courtesy of: Tom Dobbing and Dave Burton (RAOC FB Group) who also appear in their respective pictures

* Picture one. Jimmy James is second left front row courtesy of Tom Dobbing

* Picture two Jimmy James is in the middle courtesy of Dave Burton



By Steve Raw. Who is still seeking opportunities in www.dosh.org

From Simon Bailey

Hi Steve

I listened to the following on habits and resolutions in the New Year. You might consider it for the next pack.

I am biased as I am not a fan of NY resolutions, but beyond that it talks to small changes and reinforcement building from those small changes which I do think has value as an approach.

<https://podcasts.apple.com/gb/podcast/zoe-science-nutrition/id1611216298?i=1000591816900>

Tara Swart spoke to the LSP gang about 15 years ago now on neuroscience, and she is the author of a neuroscience for leadership book with Paul Brown who Farren has worked with. Neuro plasticity being a key concept for growth and changing habits.

Very Best wishes to all

Simon

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Simon Bailey

LSP Leadership

**Don't Do What's In This Blog
Time to Read: Don't!**



Don't Do What's In This Blog

Time to Read: Don't!

Dear Steve

When you tell someone not to do something, are they going to listen; or are they more motivated than ever to do it? Science would say that the latter is more likely because people like to be in control of their own lives, and hate being told what not to do.

A lady wrote to me about my book **'How To Be Successful By Being Yourself'** she said she had a teenage son who "really needs to read this – I will get him a copy". I responded by suggesting that instead, she shows him her copy and tells him that he is not allowed to read it and she will hide it to ensure he doesn't. Sure enough, when she was out, he found it and read the whole book, taking great delight in having done so, against her wishes!

We are all notoriously curious creatures, so when you label something as the forbidden fruit and then say someone can't have it, you ultimately make them want it even though they might not have even wanted it to begin with.

Advance ticket sales were lower than expected when the musical 'Jesus Christ Superstar' opened in August 1971 – that all changed when religious groups picketed the show telling people it was “dangerous and will pollute their minds” – cue sell out.

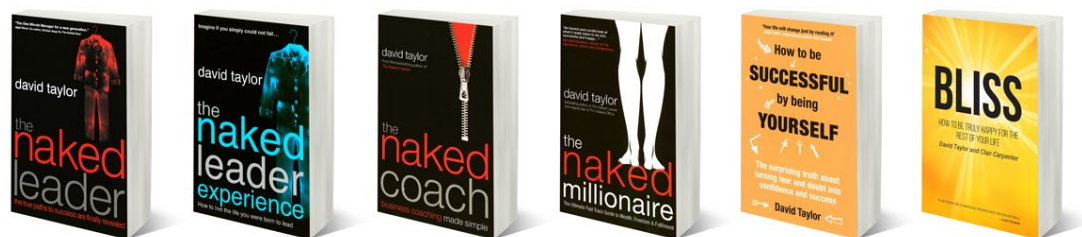
An up-to-date example is the Welsh Rugby Union banning the Tom Jones song Delilah from being played at matches, claiming it glorifies domestic abuse. Whether it does or not, this had the reverse effect from what they intended, as it soared up Spotify playlists, and defiant Welsh rugby fans vowed to continue singing it.

With my thanks to Anthony Bouchard for the science, and my love and best wishes to you all.

David

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“Ninety – Nine per cent of failures come from people who have the habit of making excuses” George W Carver

Recommendation.....On time management, I’d really recommend *Four Thousand Weeks* by Oliver Burkeman. I read this 'time management for mortals' book last January and it transformed how I approach trying to fit it all in.

Written by recovered productivity geek Oliver Burkeman, *Four Thousand Weeks* is time management for mortals. Burkeman's core argument goes that in order to focus on truly important work and meaningful experiences we have to face our finitude, not seek distraction from it. A well-researched, thought-provoking January read.

ELIZABETH LICHTEN PINK MINGO

On-demand Marketing Director | Brand Strategist | NED

LEADERS LEAN BACK



Sitting in the back of a freezing cold military vehicle, we are parked up on the edge of a forest. It is the middle of the night; the skyline is lit up by moon light and there is no wind - it is deathly quiet. It is cold because we are somewhere within the Arctic Circle. I can now hear a raised voice.

Our new boss, Major C. is super frustrated and is berating one of my senior colleagues. He can't understand why we have not deployed into the wood, secured the ground, and set up our operation. We were a squadron of experienced leaders and managers, a small (some would say important) cog within 3 Commando Brigade. He had expected every one of us to have known our role and responsibilities and we should have acted without permission as soon as we had arrived in the forest.

My colleague patiently explains to Major C. that we are not bad managers, it is simply that our previous leader had insisted on making all the decisions for us and having total control.

We were to quickly learn that our new boss 'leans back' and expected us to act without seeking approval or authorisation. He trusted us to do the right thing and I never heard him raise his voice again, I don't remember him giving many orders either, he didn't need to.

I have always thought of myself as a sponge for leadership learning and because I got to work for some amazing people in my first career (and one of those people I still work for in this career) I was able to see what worked, especially in adverse conditions. I knew for certain this was going to be the approach I would adopt for my teams in the future.

Leaning back was going to be an essential part of our 'culture' (the way we do things around here) wherever I worked.

Five things a leader who leans back does:

- 1. They know what they want from their teams**
- 2. They recruit leaders – every team member is a leader**
- 3. They give control - not take control** (and it starts with you)
- 4. They lean back every day** – you cannot pick and choose, with one day being autocratic and the next day you are democratic just because you feel like it!

5. **Enables and Empowers team members** to use their initiative and be pro-active, to really make this principle real you need to have a '**no blame culture**'.

Please note: I often hear people say they have no blame culture, but do they? You only have a no blame culture if you have been tested on this and you can evidence that you have it - otherwise it is just words on a piece of page.

Why be a leader that Leans Back? Here are five reasons:

1. What happens when you are not there is how your leadership should be judged. If teams and your operation doesn't work in your absence, your leadership is failing.
2. You can't know all the answers or can be gifted in every aspect of your operation – allow your colleagues who have the technical skills to flourish and do their thing.
3. One of the most important leadership responsibilities and this should be your chief legacy, is to bring the next leaders through.
4. You want to get stuff done and you want to get it done soon.
5. Why on earth would you recruit and select outstanding people and then not allow them the freedom to make important decisions and act on them?

Fast forward 35 years from that night - I am the Managing Director and I lean back.

So how does leaning back work in my current company work? Dosh Ltd www.dosh.org is part of the Thera Group www.thera.co.uk. We support adults with a learning disability.

We have a Leadership Way and we share our philosophy with each team member. I wrote this in 2014 and it still holds true: <https://leadershipintheraw.org/2014/09/25/leadership-the-dosh-way/>

- Each team member wants to make a difference in a person with learning disabilities life, and that they want to take a leadership role within the company.
- As Leaders they want to support people to be more independent and have more control.
- Our default position is to say 'yes' and when we do this it often opens new opportunities for all.
- We work within a culture that each of us is doing our best, so that when mistakes happen, we admit our mistake – we learn from it – I apologise – and we move on. We accept that mistakes happen, and (for Dosh) it is not about the mistake, but about how we react in a positive and urgent way to remedy whatever has gone wrong.
- Each one of us has a sense of urgency: In Dosh we have momentum! We are successful, but we know that we will lose that if we lose our momentum
- We all have a positive mind-set: "Optimism is True Moral Courage" – according to the polar explorer Sir Ernest Shackleton
- We have a passion for what we do, and we are passionate about supporting people with learning disabilities.
- Although our team members are based across the country, they all support each other with any challenges.

- As their Managing Director it is important to me that everyone feels invested in their work and It is something, I regularly check at the end of every 1-1 “are you still enjoying your job?”

We have self-organising teams within our company, giving control to our colleagues not taking control. This is called Holacracy and it looks like this: [Why Holacracy? - YouTube](#)

For 2021/22 we have made 10 commitments, and this is what they are: [Dosh 10 Commitments v2 - YouTube](#)

So, do you lean back? And if not, when will you?

Steve Raw www.leadershipintheraw.org



The mighty Dosh team celebrating their 10th Anniversary a few years go

I was inspired to write this blog post after taking in an excellent presentation: David Marquet speaking at the Army Leadership conference 2018

<https://www.youtube.com/watch?v=e754hUwPTal>

‘A great attitude becomes a great day which becomes a great month which becomes a great year which becomes a great life’ Mandy Hale

My favourite 3 Video Presentations for February.....

GOT A WICKED PROBLEM? FIRST TELL ME HOW YOU MAKE TOAST

Making toast doesn’t sound very complicated — until someone asks you to draw the process, step by step. Tom Wujec loves asking people and teams to draw how they make toast, because the process reveals unexpected truths about how we can solve our biggest, most complicated problems at work. Learn how to run this exercise yourself and hear Wujec’s surprising insights from watching thousands of people draw toast. (Source: Ted.com)

http://www.ted.com/talks/tom_wujec_got_a_wicked_problem_first_tell_me_how_you_make_toast

Elizabeth Gilbert: Success, failure and the drive to keep creating

Elizabeth Gilbert was once an "unpublished diner waitress," devastated by rejection letters. And yet, in the wake of the success of 'Eat, Pray, Love,' she found herself identifying strongly with her former self. With beautiful insight, Gilbert reflects on why success can be as disorienting as failure and offers a simple — though hard — way to carry on, regardless of outcomes. (Source Ted.com)

http://www.ted.com/talks/elizabeth_gilbert_success_failure_and_the_drive_to_keep_creating

Richard St. John: 8 secrets of success

Why do people succeed? Is it because they're smart? Or are they just lucky? Neither. Analyst Richard St. John condenses years of interviews into an unmissable 3-minute slideshow on the real secrets of success. (source Ted.com)

http://www.ted.com/talks/richard_st_john_s_8_secrets_of_success

“The Loyalty of your men is a sacred trust you carry. It is something which must never be betrayed, something you must live up to”

Sir Ernest Shackleton

BE KIND TO YOURSELF IN 2023

I am guessing, if you are reading my blog, that you are like me and we have a similar passion for leadership. We want to be the best leaders we can be, and we want to make a difference to the people we support. The trouble is we are often our own biggest critics – we are often too hard on ourselves, and I am not sure that is always a good thing?

So, in 2023 believe in yourself and give yourself a break:

1. If you make mistakes (no one is perfect) accept that you will make mistakes, learn from them, and keep going.
2. Leadership stuff I have learned - don't second guess yourself. You can only make the best judgement at the time with the facts in front of you
3. It is easier to ask forgiveness than it is to ask for permission.
4. No matter how busy or how much pressure you are under during your day, do one thing which you enjoy
5. Book yourself a coaching or mentoring session with your coach or mentor. Talk through your dreams and aspirations (try and fix up one of these meetings at least bi-monthly) I am currently in the process of doing this with my coach.
6. Record your successes and read through before you start your new week.

7. When you are facing a crisis, and you are coming under pressure, tell yourself two things: 1. I have faced this before - how did I deal with it then? And 2. In 6 months', time will this situation be such a big deal? Probably not. (*Thanks Damian*)
8. Reward yourself. Something I picked up from running – if I had a good race, I rewarded myself. It could have been a new pair of running socks or an energy bar, it doesn't have to be much, but it can make you feel a whole lot better. Give yourself a pat on the back.
9. Laugh whenever you can – it is cheap medicine
10. Regularly (daily is best) go for a walk. Take a break- you only need to find 30 minutes in your day. It will refresh you and it will give you the time to think.

5 things I will do in 2023 to be kind to myself:

1. Only worry about stuff I can control
2. Take care of my health
3. Spend time with the people I love
4. Make sure I get at least 7 hours sleep a night but will try for 8.
5. Read one book a month

Take a step back and think about what you have in your life and be grateful for everything that comes your way. If it happens to be a failure, see it as your first and second step towards your next success. Understand that failure is not permanent, and neither is success, so prepare for both this year.

Good Luck and my Best Wishes

Source: Steve Raw

'Do not grow old, no matter how long you live. Never cease to stand like curious children before the Great Mystery into which we were born'

Albert Einstein

Confidence Is Key

BE confident. Confidence is absolutely critical to your success in running a business and in forming trusted relationships.

The fastest way to be confident? Act as if you are confident. The mind cannot tell the difference between something that happens in reality and something it imagines with emotional intensity. So, literally, pretend to be confident and act as you would if you really were, and you will be.

(extract from *The Naked Millionaire* by David Taylor)

Leadership from a different perspective – Edgar A Guest

At the time when you may be thinking of giving up on that New Year resolution, that dream you have started, or someone you know is talking about giving up...

DON'T QUIT

by Edgar A Guest

When things go wrong, as they sometimes will,
when the road you're trudging seems all uphill,
when the funds are low and the debts are high,
and you want to smile but you have to sigh,
when care is pressing you down a bit – rest if you must,
but don't you quit.

Life is queer with its twists and turns.

As every one of us sometimes learns.

And many a fellow turns about when he might have won had he stuck it out.
Don't give up though the pace seems slow – you may succeed with another blow.

Often the goal is nearer than it seems to a faint and faltering man;
often the struggler has given up when he might have captured the victor's cup;
and he learned too late when the night came down,
how close he was to the golden crown.

Success is failure turned inside out – the silver tint of the clouds of doubt,
and when you never can tell how close you are,
it may be near when it seems afar;
so stick to the fight when you're hardest hit – it's when things seem worst,
you must not quit.

Remember, if you believe in yourself, or in someone else, or in anything, enough, keep going. Do something, and if that doesn't work, then do something else, and if that doesn't work, then do something else... and it will be when you are at your lowest ebb, when you feel ready to give up, that you are about to achieve your biggest leap forward.

Do you want good managers, or inspirational leaders?

If you want truly sensational leaders then focus on the practical and ditch the theoretical hot air, says Steve Miller. Is it really essential that they understand theories to the 'enth degree', he asks? Instead, he suggests five key areas for leadership development.

You don't have to look far through our national business press to be constantly reminded of the view that the UK lacks the leadership talent to drive organisational success.

My own opinion is that this is quite right because anyone with commercial nous will appreciate that leaders drive employee behaviour, which in turn determines consumer behaviour, and ultimately the bottom line.

A survey of 500 HR professionals from around the world by The Ken Blanchard Companies found that 58% of respondents regarded developing potential leaders as their toughest challenge. However, there is some comfort in that in the UK only 39% of those surveyed for the annual Business Issues Survey said this was a problem. At 'just' 39% I would say that is still a scarily significant proportion and we should be concerned.

"For too long now we have developed leaders with a mind-set and skills to manage performance but have ignored - at our collective cost - behaviour change training to support leaders to move from average to sensational." In other words, we are not training our managers to be truly inspirational leaders.

I don't feel in my gut that this is the only problem because far too many leadership development programmes steer the focus down the theoretical route. Is it really essential that modern day business leaders understand to 'enth degree' a sack full of motivation theories? I think not. Development is about developing the practical and behavioural competencies that business leaders need in the business world rather than soaking them in theoretical hot air.

We should look at what really matters in the world of development when it comes to encouraging and developing inspirational talent.

<p>"Far too many leadership development programmes steer the focus down the theoretical route. Is it really essential that modern day business leaders understand to 'enth degree' a sack full of motivation theories?"</p>
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Here I outline the five priority development areas for this vital tier of UK plc. Developing these critical core areas is crucial if we are to put the 'I' back into leadership.

1. Self-awareness

Encouraging leaders to really have a true look at themselves. They have to look at themselves closely and know their own strengths and weaknesses before they look at their people. And that isn't about doing an expensive 360-degree appraisal. It is about sensitively

coaching them to take an honest, critical look inside themselves. It involves taking a look at their personal image, emotional resilience, self-motivation, and interpersonal skills.

2. Being visionary

Having the ability to share vision, department goals and sharing progress towards the vision with their team. Developing leaders to understand the need to regularly review performance against the vision and celebrating the achievements towards it. Develop the leaders to be evangelical about the vision so they achieve the emotional buy-in.

3. Not being one of the gang

A key area that many leaders struggle with is stepping back from the social and interpersonal dynamic of their team. We have to develop leaders who can expect and know how to deal with a vote of no confidence. They have to develop an assertive style and learn to be relaxed about themselves and to understand it is ok not be one of the gang even if others don't like them for it. Being unpopular often means leaders are doing a good job and working in the interest of the business, not massaging the egos and sensibilities of others.

4. The charisma factor

General Montgomery stated he could turn anyone into a charismatic leader with the right training and I agree with him. Selecting a charismatic trainer is essential. Anyone can learn and take on the charisma factor if the trainer can get them to look at themselves. Even if they don't have natural charisma, they can learn to walk tall, dress the part, use their voice and engage with others as an inspirational leader.

5. Resilience and self-belief

Inspirational leaders are full of healthy self-belief. Developing leaders to understand how to build the belief in their own ability is a prerequisite for them developing self-belief in their people. We can develop our business leaders to grow their self-belief, utilise sports psychology to develop winning mental attitudes and get them to accept that fallibility is part of their role as well.

There you have my take on five critical factors for turning average leaders into inspirational ones. I believe strongly we have to shift more and more from text book training to a style of training which employs coaching and - equally important - inspirational trainers. Let's not lose the focus of what we are striving for: it is double digit growth to the bottom line. The behavioural impact of leaders will be the difference that makes the difference.

Steve Miller is principal consultant at Steve Miller Training Limited

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