

LEADERSHIP COACHING AND MENTORING –PACK

May 2023

Established in 2006

Welcome to this month's edition. Our highlights include:

Damian Piper CBE our Resilience Coach starts this month edition with '**Great the Enemy of the Great**' "As May rolls around, my attention turns to the stunning countryside of Italy and the start of the Giro D'Italia, a beautiful and challenging cycling grand tour. With nearly 180 riders competing over the course of three weeks, the Giro is a true test of physical and mental endurance. Yet, beyond the physical feat of completing the race, the Giro offers us a powerful metaphor for life itself....."

From me the latest addition in the **Being Bettina's Dad** series with '**Managing my Expectations**': "Dosh is due to hold interviews for a new Financial Advocate soon. One of those interview questions is "How would you manage the expectations of the service provided by Dosh?" We have observed from previous interviews that it is something candidates can stumble on so, with help from Bettina, here are some ideas I have learned from Bettina and if you follow these you may get maximum points!"

Courtesy of Meike Beckford, Head of Social Impact Management at Thera Trust. **The Growing Need for Emotional Intelligence at Work – Sally McCutcheon**

Courtesy of Katie Scott – Non-Executive Director for Dosh. '**Best Friend Therapy - Elizabeth Day and Emma Reed Turrell**'

"It's a good reminder that the same principles apply across all aspects of our lives whether it's at work or not." Katie

'The Question That Gets the Answer' from David Taylor. I highly recommend his message and it only takes 72 seconds to read!

There is lots more content. So, let's dive in....

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It is not about how good you are

It is how Good You want to be

Great the Enemy of the Great

As May rolls around, my attention turns to the stunning countryside of Italy and the start of the Giro D'Italia, a beautiful and challenging cycling grand tour. With nearly 180 riders competing over the course of three weeks, the Giro is a true test of physical and mental endurance. Yet, beyond the physical feat of completing the race, the Giro offers us a powerful metaphor for life itself.

As the race unfolds, each stage presents its own unique challenges, from unexpected obstacles and disruptions to moments of triumph and heartbreak. And in these challenges, we can find valuable lessons that apply to our own lives. I've been writing about these each day on my social media feeds. For instance, [Stage 6](#) felt like an example of the great being the enemy of the good. While it's important, to strive for an unyielding pursuit of greatness can hold us back from making progress or achieving our goals. This is a common theme in both cycling and life - the pressure to be the best can sometimes prevent us from even starting or taking the necessary risks to succeed. I've been dwelling on this lesson further and thought I'd share my musings.

Can the great be the enemy of the great? I think it can and here's why.

Many people have a desire to achieve greatness in their lives, whether it's in their careers, personal relationships, or hobbies. But this pursuit of greatness can sometimes be counterproductive and even harmful.

Perfectionism can lead to no-action

When we set our sights on achieving greatness, we may become fixated on perfection. This perfectionism can lead to a fear of failure and an unwillingness to take risks. We may spend so much time trying to get everything just right that we never actually get started on the path to what we want.

Comparison can be demotivating

When we're focused on achieving greatness, we may be tempted to compare ourselves to others. We may look at the achievements of our peers or role models and feel demotivated by the gap between where we are and where they are. This can lead to feelings of inadequacy and a sense that we'll never be able to achieve the same level of success.

Overwork can lead to burnout

The pursuit of greatness can also lead to overwork and burnout. We may feel like we need to work harder and longer than everyone else to achieve our goals. This can lead to neglecting our health, relationships, and other important areas of our lives. There's a risk that this sets us back even further in our pursuit of what we want.

So, how can we avoid the trap of "perception of great" being the enemy of "great"? Here are a few suggestions:

Setting better goals

Rather than focusing on achieving greatness in one fell swoop, break your goals down into smaller, more manageable steps. Manage expectations for yourself and celebrate your achievements along the way.

Practice self-compassion

Don't be too hard on yourself if you don't achieve or get all you'd want right away. Recognise that everyone has their own unique path, and that progress is more important than perfection.

Learn from setbacks

Setbacks are a natural part of the process of achieving what you want. Don't be afraid to learn as you go, as it's often through the bumps in the road that we learn the most valuable lessons.

Prioritise self-care

Make sure to take care of yourself, both physically and mentally. This means setting boundaries, getting enough sleep, eating & drinking well, and engaging in activities that bring you joy and relaxation.

In conclusion, the pursuit of greatness can be a double-edged sword. While it's important to have goals and aspirations, we must be mindful of the ways in which our pursuit of greatness can be counterproductive. By setting better goals, practising self-compassion, embracing learning, and prioritising self-care, we can avoid the trap of "great" being the enemy of "great."

It's also worth remembering that defining your version of greatness can be way more empowering than the more common view of external accolades determined by others. That's the subject of another article.

If you'd like more lessons from the Giro, please check out the daily posts either on my [blog](#), [Instagram](#) or [LinkedIn](#). If podcasts are your thing or you are curious about trying one, the [Effective Challenge podcast](#) comes out every Monday and covers topics that include Emotional Intelligence, resilience, productivity and wellness. Check it out on all major podcast feeds, including the recently added [Spotify](#).

Until next month I wish you well.

Damian

Damian Piper CBE

Change and Resilience Coach



Being Bettina's Dad – Managing my Expectations



Bettina and her proud Dad in Sainsbury's Restaurant 2023

It is 1993, Joyce and I are sitting at our dining table talking about our expectations for Bettina. Like any other parents, when your children are incredibly young, we discuss and debate our hopes and dreams of what our daughter might become and what she could achieve. We certainly did for our oldest daughter Jennifer, but Bettina was going to be a whole different ball game. Bettina had got off to a tough start, having had a diagnosis of autism, learning disability and epilepsy with the additional challenge of being non-verbal with her communication.

Joyce (a tiger mum for both of our daughters) and me knew that we would need to manage our expectations in respect of Bettina. We dreamed that one day she would be 'verbal' (even if it only amounted to a few key words), be able to read, to be able to tell us how she was feeling, to have fun and to feel loved. At this stage we were not even sure if she knew how much she was loved and cherished.

We were going to move heaven and earth to ensure she would have an excellent quality of life - on her terms. We had optimistic expectations and were prepared to be surprised by her.

"A wonderful gift may not be wrapped as you expect."

Jonathan Lockwood Huie

The company I work for www.dosh.org supports adults with a learning disability and we are due to hold interviews for a new Financial Advocate soon. One of those interview questions is "How would you manage the expectations of the service provided by Dosh?" We have observed from previous interviews that it is something candidates can stumble on so, with help from Bettina, here are some ideas I have learned from Bettina and if you follow these you may get maximum points!

Related. Another example of Bettina helping with a tricky interview question:

[Being Bettina's Dad – Bettina's approach to Decision Making – Leadership in the Raw](#)

How Bettina likes to have her expectations managed

1. To be clear and concise. I always think about the words I use so they avoid being misinterpreted. Bettina will often get me to repeat what she expects and then listens very carefully to how I reply. This is so that Bettina can confirm she has been understood and what the level of expectation will be. This could be about a future holiday or a purchase she wants to make.
2. To be honest. Bettina will understand the limits of an expectation if you are honest about what you can do to achieve her goals.
3. Kept up to date at every stage. Bettina finds this calming and it assures her that her expectation has not been forgotten or ignored.
4. Outline planning. This always includes a deadline, and we always add a few contingency weeks/months to the deadline, so we have a bit of 'wiggle room'.
5. To have a backup plan and/or a contingency in place. Not all expectations can be met so we pro-actively have an alternative or a selection of options that will meet Bettina's expectations. This was particularly important during Covid 19 lockdowns, especially when it came to our annual holidays.

Related: [BEING BETTINA'S DAD. COMING OUT OF LOCKDOWN \(IN WHITBY\) – We Did it! – Leadership in the Raw](#)

How Bettina manages my expectations:

- Just because they are my expectations it does not necessarily mean they are shared by Bettina.
- Being delighted and surprised. I remind myself not to underestimate her capabilities and determination, which means I often need to update my expectations of Bettina.
- Bettina has high expectations of me which I will need to live up to for the rest of my life. It is both a responsibility I carry and an honour I hold dear.
- It is always a team effort. As a family we are all mutually dependant on each other and this includes our expectations of each other.
- She reminds me that we are going at her pace not mine. Therefore, I need to be patient as she will get there in the end.

Related [Being Bettina's Dad. Patience is a Leadership Virtue – Leadership in the Raw](#)

Managing people's expectations. Five things I have learned being Bettina's Dad:

1. Communicate clearly at the start of your endeavour and you will minimise the potential for disappointment or misunderstandings – both for the people participating in the activity and your colleagues.
2. Be realistic about what you are promising. I need to be able to deliver on what I have promised or said I am going to do. "Happiness is there when expectations meet reality." –Debasish Mridha
3. Under promise and over deliver!
4. Building Trust. Trust is a reward for fulfilling your role and delivering on expectations. Results are everything!

5. C.I.A. Recognise there that when it comes to expectations there some things I can Control; some I can Influence and somethings I just have to Accept (outside of my control or influence).

Related: [Being Bettina's Dad: 'Trust' is a gift you must earn – Leadership in the Raw](#)



A Sunday morning a family shopping trip to Sainsbury's

As Bettina and I use the escalator to the restaurant, Bettina starts to kiss the arm she is linking. "Love you Dad" and I immediately feel life cannot get better than this.

Joyce is putting food in her shopping trolley and a child in the opposite trolley, whom Joyce has realised is on the spectrum, tries to get her attention by making 'Pingu' noises. Joyce responds by speaking 'Pingu' to the child, much to the child and her mum's amusement. Mum: "how did you know to do that?" Joyce: "I have had over 30 years of speaking 'Pingu'! Your daughter just needs to hear you repeat it back to her. That way, it confirms to her that she is being understood and that her attempts at communication are acknowledged. Always acknowledge the communication as it will help her progress and give her the confidence to use words."

Immediately the child's Mum's expectations change.

Related –Pingu Best Moments <https://www.youtube.com/watch?v=uJ4OVdeBu5A>

By Steve Raw (aka 'Bettina's Dad')

"This is a truly wonderful blog"

Dr Emma Kell FCCT @thosethatcan

Teacher, coach, wellbeing and parental engagement training, governor, writer, speaker.

Courtesy of Meike Beckford – Head of Social Impact Management at Thera Trust

The Growing Need For Emotional Intelligence At Work – Sally McCutcheon

From Sally's May 2023 email newsletter

www.sallymccutcheon.com/

"I've been taught everything but emotional intelligence"

These are the words of Jay-Z in an interview with Kevin Hart, during which Jay-Z pinpoints the fractures that happen when people in close relationships aren't able to communicate with honesty and emotional authenticity.

He describes the ways that different people will hear, and therefore experience very different messaging from the same situation. In the context of Jay-Z's own family, this created a lasting trauma that he is now working through in therapy.

Jay-Z describes the power of seeing things from another person's perspective and also shares this important piece of wisdom:

"Things don't happen to you, they happen for you"

[Watch The 5-Minute Interview With Jay-Z](#)

He's not the only one...

Jay-Z isn't the only one who's education and early life experiences lacked a focus on emotional intelligence.

I'm always thrilled to see children in primary schools learning meditation, mindfulness and emotional awareness but most of us, including the vast majority of the existing workforce did not grow up with the tools that we need to process, heal and communicate our emotional needs.

Why Does It Matter?

The world of leadership is changing.

If you want to scale your business and maximise the potential of your people, emotional intelligence is key.

- ~ We need our people to have the capacity to care for themselves effectively.
- ~ We need our people to be able to communicate their needs and their ideas.
- ~ We need our people to be able to collaborate effectively and be flexible with their roles and project teams.
- ~ We need information to flow freely.

~ And we need the dynamics of power to shift depending on where the most relevant knowledge and expertise can be found.

All of these require emotional intelligence as well as an accessible narrative for your people to be able to communicate effectively.

Control vs Trust

"The art required on this journey is to let go of being responsible for developing people and instead, make fully transparent what is required and then allow for the emergence of learning spaces from the collective."

Christiane Seuhs-Schoeller

Developing emotional intelligence at work is not something that we can control.

It's something we need to create space for.

Where Do We Start?

The best place to start is by identifying the ways that your work culture might be stifling the development of emotional intelligence within your people.

Do any of these statements ring true within your business?

- ~ We are accustomed to making decisions around training needs without the input of our teams
- ~ We are accustomed to a style of training delivery that creates one-way communication from the 'experts' to our people
- ~ Our leaders have full control in the meetings that we hold
- ~ All of the work gatherings for our people run to a predetermined agenda
- ~ There are no spaces for peer-to-peer learning within our business
- ~ We don't have any dedicated space for relational development during work time

This is not an exhaustive list but if any of these points sound familiar, it's an indication that you might not be creating conditions for emotional intelligence to thrive within your business.

Creating Space For Yourself

It goes without saying that as a leader, you must create space for the development of your own emotional intelligence before expecting anything to shift in your work culture.

Here are my top 5 ways of creating that space for yourself...

1. Meditation

Learning the art of sitting with yourself and noticing all and everything that emerges. My go-to source of guided meditation is [Sadhguru](#) but there are many different tools online to help.

2. Therapy

If therapy isn't an approach that you're comfortable with, you could also seek out a counsellor or a coach. Creating space for yourself where there is someone to listen, support, bring empathy and reflect your experiences to you is invaluable.

3. Yoga

Any mindful practise of movement is a great way to listen to yourself in ways we don't often get to do. I enjoy [Melissa West's online yoga classes](#) but it doesn't have to be yoga... Tai Chi, Qi Gong, breath work and other martial arts will have a similar effect.

4. Group Facilitation

There are an increasing number of groups designed for like-minded people to get together and share their experiences. No agenda, no predefined outcome, simply an opportunity to learn, listen and share.

5. Surfing

Okay, this one isn't my personal choice but it came up in a session I was facilitating for a company last year. Surfing (or whatever physical activity works for you) is an important way of giving your body time to process your emotions and explore whatever comes up for you...

And the closer to nature you can get with this one, the better!

Relational Spaces At Work

Relational spaces are less about meeting, more about gathering.

Less about business, more about us as people.

Less about doing, more about being.

They are an open space to talk, listen and share.

Here's a really accessible process that will create some beautiful space for the development of emotional intelligence at work.

Define The Focus

Anyone in the team can create the focus for your relational space. Get creative with the theme and alternate who sets the theme and who facilitates the space. Your people could collaborate and co-facilitate if they want to.

Check In

Everyone has a minute or two to call out any distractions or share something to help get focussed and present. Check ins happen one at a time and there's no cross-talk or responses needed.

The Main Event

Introduce the focus of theme for the session and then everyone has 3-4 minutes space to share. No cross-talk and no responses are needed as each person takes their turn to contribute. This open space to share creates a vibe of deep listening, empathy and connection.

Conversation

If there's time after the main event, you can have a conversation about anything that might have been sparked from listening to each other. The conversation is led by whoever has something to say and is a free-flowing space.

Close

Your space to say whatever you need to say to feel complete on leaving the session. Go one at a time and just like the check in, there's no crosstalk or responses needed. It's like a punctuation mark to close off the session.

Here are some examples of different themes for your relational spaces:

~ What dish would you bring to a pot luck dinner and why? What memories does the dish evoke for you?

~ What is your favourite memory of somewhere you have travelled to?

~ What are the most important things you do for your own self-care? What practices, activities or techniques do you enjoy?

~ What are you not saying? This might be something you are scared of, something you are thinking about a lot at the moment, something you're looking forward to or something that you feel emotional about.

~ Is there anything you'd like to express or share about caring for the environment?

These kind of relational spaces are a bit like being part of your own live podcast episode. They are rich, emotive, expansive and nourishing.

Where Do The Boundaries Of Responsibility Lie?

Engaging in conversations about emotional intelligence at work requires a certain amount of awareness around where the boundaries of responsibility lie.

I've supported companies with very different attitudes and cultures around emotional intelligence. There is no one size fits all when it comes to defining the boundaries of this conversation.

The most important factor is for those who are leading the exploration to set the tone and lead by example so that you stay within the boundaries of what is comfortable for your company culture.

Don't embark on this work with any kind of force. It must be handled with compassion, respect and spaciousness.

And Finally...

In an Apple Music interview with the band Måneskin, there was a great discussion about the ways in which the band have been defining boundaries for themselves, an important byproduct of emotional intelligence.

In an industry that is so high pressured, it is expected that an artist or band keeps going and going ...and going. Even to the detriment of their own wellbeing or artistry.

Having the awareness to recognise the importance of taking time for themselves and speaking up about their needs is exactly the kind of emotional intelligence that our younger generations are making the norm.

[You can listen to the whole interview here.](#)

[Here's Måneskin with a live version of the song Beggin'.](#)

And I couldn't sign off without giving a nod to [the original version of the song](#) by Frankie Valli & The Four Seasons.

Ooh, it's good.

Something I have learned from Joyce Raw:
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CALM is a superpower

Courtesy of Katie Scott – Dosh Non-Executive Director

“Best Friend Therapy - Elizabeth Day and Emma Reed Turrell

Hi Steve,

I really enjoyed reading this. It is a good reminder that the. me principles apply across all aspects of our lives whether it's at work or not. 😊 Katie

<https://podcasts.apple.com/gb/podcast/best-friend-therapy/id1614793299?i=1000555399900>)

The Question That Gets The Answer

Time to Read – 72 seconds



Dear Steve

So, there I was, on the London Tube, in a hurry, and needing to know the fastest way to get from London Waterloo to Kings Cross.

The Tube map gave me three options – each with one change. Which was the best? Also, they have revamped Kings Cross recently, and I remember the changes mean a lot of walking. I didn't have time for that.

I know, I will ask that Tube guy sitting in a booth, looking bored.

Now, I never intended to ask the question in the way that I did, it just blurted out. Instead of asking normal questions like:

'Which is the quickest way to Kings Cross please?'

Or

'Where is the best place to change to get to Kings Cross please?'

I asked

"Hi, if you were in a real hurry, which way would you go to Kings Cross"

In an instant his boredom vanished, he stood up and smiled, then walked up to me, and said:

"Well, if I was you I wouldn't go any of the ways they recommend – I would go a secret way"

He was now speaking very quietly, as if to confirm this really was highly sensitive information!

“Bakerloo line to Oxford Circus – sit in the middle of the train – when you get there you can walk straight through to the Victoria Line Northbound”

“Wow, thank you so much” I said warmly, and started to walk away

He then came after me and added, in a whisper now:

“When you get to Kings Cross, don’t follow the exit signs, head for The Metropolitan Line and you will be out of the station in minutes”

And then he shook my hand!

OK – so I asked one of our Psychology advisors why I had received such a brilliant answer, in the way I did.

She responded:

“Three reasons, which can be applied to any and every question:

One – You asked his opinion which put him on a pedestal marked ‘expert’ - our brains are wired for status and you made him feel very important, a hero, even

Two – Its kind of like reciprocity in reverse – by making him feel valued, he actually felt more in debt to you than you to him

Three – Everyone loves to share something they think is a secret or not widely known, especially to a complete stranger who they are unlikely to ever see again.”

WOW!

How to apply this ‘framing’ in every question?

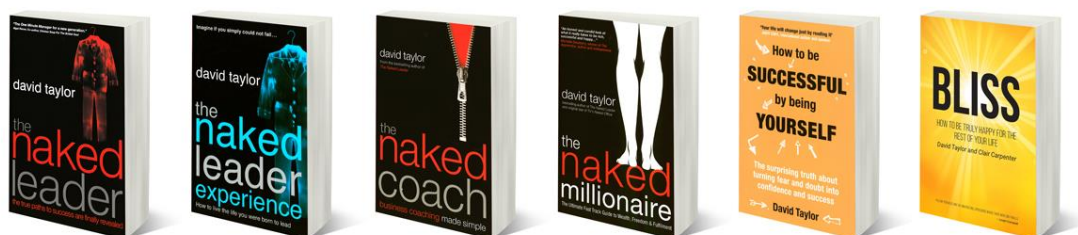
Ask what the other person would do if they were in your situation

It is powerful, and the results are astonishing

David

@nakedleader across all social media

www.davidtaylorsblog.com



Steve Jobs is widely regarded as one of the most innovative and successful business leaders of our time. In a 2012 article from Harvard Business Review, the author shares some of the real leadership lessons we can learn from Jobs. Here are some key takeaways:

1. **Focus:** Steve Jobs gained a reputation for his steadfast dedication to producing products that were not only visually appealing but also user-friendly. He believed that by simplifying intricate concepts, he could enhance the user experience. This ideology is reflected in Apple's product range, which boasts sleek, minimalist designs and user-friendly interfaces.
2. **Simplify:** According to Jobs, a great design was founded on simplicity. He famously stated that "simple can be harder than complex," emphasizing the importance of eliminating unnecessary components to create a more straightforward product. Jobs firmly believed that by reducing complexity, Apple could create products that were not only more sophisticated but also easier to use.
3. **Take responsibility:** Jobs held the belief that, as the CEO, making difficult decisions was his obligation. He took accountability for the triumphs of his company and products and abstained from blaming external factors for any shortcomings. His team was motivated to work harder and take ownership of their projects as a result of this sense of responsibility.
4. **Bend reality:** Jobs had a unique talent for perceiving the world in a manner distinct from the majority of individuals. He possessed the capability to envision concepts that had not yet been brought to life and to work relentlessly to make them a reality. Jobs was a trailblazer who pushed the limits of what was achievable, and Apple's triumph was significantly impacted by his eagerness to take risks and incorporate innovative ideas.
5. **Say no:** Jobs believed that it was just as important to reject ideas or projects as it was to accept them. He recognized the value of focusing one's attention and removing distractions. Jobs kept Apple focused on developing exceptional products that would revolutionize the world by rejecting projects that didn't fit with the company's vision.
6. **Push for perfection:** Jobs was recognized for his rigorous and perfectionist approach. He put a lot of pressure on himself and his team to produce flawlessly executed products. By ensuring that its products were not only aesthetically pleasing but also extremely practical and dependable, Apple was able to set itself apart from its rivals.

Source Article: HBR – The Real Leadership Lessons of Steve Jobs by Walter Isaacson

#StuartAndrews #SteveJobs #innovation #leadershiplessons #Leaders #Management
#HumanResources

6 LEADERSHIP LESSONS OF STEVE JOBS



1.FOCUS

Jobs was known for his intense focus on creating products that were both aesthetically pleasing and user-friendly.



2.SIMPLIFY

Jobs believed that simplicity was the key to great design. He famously said, "Simple can be harder than complex".



3.TAKE RESPONSIBILITY

Jobs believed that the buck stopped with him when it came to making tough decisions. He took responsibility for the success.



4.BEND REALITY

Jobs had a unique ability to see the world in a different way than most people. He was able to imagine products and experiences that didn't exist yet



5.SAY NO

Jobs believed that saying no to certain projects or ideas was just as important as saying yes.



6.PUSH FOR PERFECTION

Jobs had a reputation for being demanding and perfectionistic. He pushed himself and his team to create products that were flawless in their execution.

Stuart Andrews
THINK TRANSCENDING. THINK TRANSFORMATIVE.

Courtesy of Stuart Andrews. I highly recommend his feed on LinkedIn <https://www.linkedin.com/in/stuandrews/> definitely worth a follow and connection.

TEN WAYS TO.....

LET GO OF THE REINS

1. Accept you can't do everything
2. List what you could do with more time
3. Work out which tasks you want to keep
4. Don't underestimate your staff
5. Choose the right people.....
6.and give them power and authority
7. Worry about outputs, not methods
8. Encourage fresh perspectives
9. Spend more time on strategy
10. Don't take back control at the first sign of trouble

My recommended Top 3 Video Presentations

Sophie Scott – Why we Laugh

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

Did you know that you're 30 times more likely to laugh if you're with somebody else than if you're alone? Cognitive neuroscientist Sophie Scott shares this and other surprising facts about laughter in this fast-paced, action-packed and, yes, hilarious dash through the science of the topic.

Linda Hill - How to manage for collective creativity

What's the secret to unlocking the creativity hidden inside your daily work, and giving every great idea a chance? Harvard professor Linda Hill, co-author of "Collective Genius," has studied some of the world's most creative companies to come up with a set of tools and tactics to keep great ideas flowing — from everyone in the company, not just the designated "creatives."

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

Dan Ariely – What makes us feel good about our work

What motivates us to work? Contrary to conventional wisdom, it isn't just money. But it's not exactly joy either. It seems that most of us thrive by making constant progress and feeling a sense of purpose. Behavioural economist Dan Ariely presents two eye-opening experiments that reveal our unexpected and nuanced attitudes toward meaning in our work

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

Making A Presentation – Can You Manage It?

PREPARATION, preparation, preparation. A title for a new TV programme perhaps? Well, possibly, although more pertinently, this is what you need to concentrate on before making a presentation.

Anybody who has seen Dragons' Den will appreciate how daunting standing up in front of a gathering can be. The key is to be yourself. To be yourself you have to be relaxed. To be relaxed you have to be confident. To be confident you have to be prepared. Simple!

Making a presentation can be a great opportunity to get known while making an impact on people. So it is important to make the most of your opportunity in the limelight.

Approaching the task in a positive frame of mind will make it more likely for you to succeed. The audience will want you to do well as you have something to say and they want to hear it. You don't need all the facts and figures at your fingertips. Just the essentials, putting them across as clearly and concisely as you can.

Giving careful thought to what you are going to say, and how you are going to say it, is important. Try to structure your script. Focus on the audience. If need be, do some research. Who are they? Where are they from? How many are there? Why are they attending? How much do they already know about the subject matter? What will they want to know? What are their expectations? All these are questions you need answers to, before you even think about the content you are going to use.

If the opportunity arises try and talk to them beforehand. Most people feel more relaxed speaking to people they know rather than a group of strangers. A brief chat beforehand will be an added bonus. A last-minute clue, perhaps, of what individuals are expecting.

And an informal word or two can bring the human element into focus, transforming a mass of humanity into individual human beings with feelings. Gaining this kind of comfort before you take centre stage is invaluable.

(Based on an extract from The Greatest Management Tips in the World)

And TEN WAYS TO....

PRESENT WITH PANACHE

- | | |
|-------------------------------------|------------------------------|
| 1. Know your audience | 2. Keep slides to a minimum |
| 3. Make eye contact | 4. Stick to the point |
| 5. Keep it brief | 6. Think about tone |
| 7. Share your own experience | 8. Vary the pace |
| 9. Remember: practice makes perfect | 10. Relax – but not too much |