

LEADERSHIP COACHING AND MENTORING –PACK

June 2023

Established in 2006

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

Damian Piper CBE our Resilience Coach starts this month edition with **'what is resilience?'** At an event recently, someone asked, "I hear a lot about the word resilience; if I'm honest, I'm never sure what it means in practice; how would you describe it?". It's a great question. Resilience is a word that, over the last few years, has been used more and more. As a result, it risks slipping into the common language without understanding. Or worse, misunderstanding.

'Silence and simplicity: the intersection of minimalism, silence, and design.' By Clare Tarling MBA "Perfection is achieved, not when there is nothing more to add, but when there is nothing left to take away." - Antoine de Saint-Exupery. This quote serves as a perfect introduction to my Easy Read and plain English training sessions. This article is about how the principle works for me, in practice.

'The 8th Leadership Lesson I learned – Add Value' by me. What is the 'added value' you bring to your role? This article helps you explore that question.

Another one from me **'Being Bettina's Dad: What is Courage without Fear?'** "Hello.....Is there anyone there?" Bettina is calling from upstairs and looking over the banister. Our home can be noisy, and the atmosphere is always filled with laughter and chatter 99.9% of the time – there are, after all, four adults living together in Bettina's house.

Meike Beckford one of our contributors, spotted and shared this article with us: **What Is Inclusive & Empowering Leadership?** Disempowering workplace cultures are the number one reason why people quit their job. by Margherita Sgorbissa

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

what is resilience?

At an event recently, someone asked, “I hear a lot about the word resilience; if I’m honest, I’m never sure what it means in practice; how would you describe it?”. It’s a great question. Resilience is a word that, over the last few years, has been used more and more. As a result, it risks slipping into the common language without understanding. Or worse, misunderstanding. So, for this month’s article, I thought I’d jot a few thoughts on this topic. I’ve also included some links that build on this topic at the end.

What’s all the fuss about?

Resilience is like a superpower that helps us bounce back from setbacks, adapt to change, and grow. It’s an inner strength that enables us to navigate challenges with grace and determination. Resilient individuals can remain hopeful, find meaning in difficult circumstances, and keep moving forward despite obstacles. By cultivating resilience, they can transform setbacks into stepping stones towards what they want – even if they cannot get there; in short, something worth pursuing.

Acknowledging that these individuals are not immune to setbacks or adversity is important. By developing and accessing their innate resilience, they put themselves into a position where they can better choose their response to what happens to them from a place of balance and objectivity. Of course, they also have moments when things don’t go their way; it is how long these last appears to separate them out.

The biggest characteristic I’ve observed in resilient people is taking responsibility for their circumstances and committing to influence or accept them. And they do this without overly personalising those situations. This, I think, is a skill which can be developed. One I strive to develop.

What else do resilient Individuals do?

Resilient individuals share key traits contributing to their ability to weather storms and become stronger. Firstly, they cultivate their self-belief and confidence in their abilities, which empowers them to face challenges. This comes from working on their inner world and less about the ‘boos and the cheers’ of the environment they interact with. They also maintain an optimistic outlook, focusing on solutions rather than dwelling on problems. Resilient individuals are adaptable and flexible, embracing change as an opportunity for growth. They work on developing effective coping strategies and healthy support systems, allowing them to seek help and guidance when needed. Furthermore, they prioritise self-care associated with their physical, mental and emotional well-being, ensuring they have the necessary resources to navigate the tough times.

Investing in personal foundations

Now, let’s explore practical strategies to nurture and strengthen our resilience. Firstly, cultivating self-awareness is crucial. Taking time to objectively understand our values, beliefs, strengths, and weaknesses are all important. And, in my experience often overlooked. I’d always encourage investing in our personal foundations to support this work and navigating the things that come our way each day.

I developed an acronym **PRIME** to help work through and raise awareness of our foundations. Giving appropriate attention to these five areas puts us in a stronger position to raise our performance and results. And I guess, ultimately, our happiness.

- **Physical** – Some form of regular exercise (Public Health England guidance is 150 minutes of moderate exercise each week), stretching, breathing techniques, not ignoring chronic pains – like backache or toothache.
- **Rest** – making sure you get enough sleep (adults 7 -9 hours) and prioritising short and longer breaks.
- **Intake** – the foods we eat and the drinks we drink. Not just what but also when and how. Not living like a monk but consciously thinking about fuelling and hydrating our bodies to be at our best.
- **Mind** - Learning to manage our thoughts and their impact on our feelings. Deliberately and constructively reflecting on events to see what we could do differently or thinking about how we'd like to respond to things that we might face. When not doing this, deliberate actively, living in the now and being present. Many people use some form of meditation to help support this. They also practice self-compassion, recognising that metaphorically beating ourselves up is not going to help.
- **Energy** – Managing our environment with a bias to the things that will help rather than hinder. A good example is limiting contact with negative people and prioritising time with those who will inspire and support/constructively challenge us.

A caveat to the above. This is about working out what is right for us and nurturing sustainable behaviours and habits. Not some idealised version of life which we might be about to achieve for a week or two but soon find it's too difficult.

Additional resources

This is a big and complex topic. If you'd like to know more, please follow me on Instagram (I'm being more active here to spread positivity, so I'd love to see this grow) or let's connect on LinkedIn, where I share ideas to support our everyday resilience. There's also the weekly Effective Challenge Podcast and downloads at [effectivechallenge.com](https://www.effectivechallenge.com) that will help.

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www.effectivechallenge.com

www.effectivechallenge.com/podcast

Some final thoughts

In a world filled with uncertainty and challenges, resilience emerges as a powerful force that helps us navigate life's ups and downs. By nurturing resilience, we are better able to embrace adversity from a different perspective and grow through challenges, emerging stronger than ever. It's a journey that requires self-reflection, self-care, and a commitment to personal growth. I wish you luck on your journey and please do ask if you have any questions.

Until next month I wish you well.

Damian

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Damian Piper CBE

Change and Resilience Coach



Think lucky

Psychological research suggests that leaders who embrace the concept have a better chance of inspiring those around them. Richard Wiseman a psychology professor has identified the following key characteristics of people who are more than usually 'lucky'

- * They tend to have networks of friends and are good at spotting opportunities
- * They back their hunches and have good intuition
- * They expect to be lucky and create self-fulfilling prophecies
- * They adopt a resilient attitude that helps transform bad luck into good

ASSESSING RISK

To laugh is to risk appearing the fool

To reach out to another is to risk involvement

To place your ideas, your dream before the crowd is to risk their loss

To live is to risk dying

To try is to risk failure

But the risk must be taken because the greater hazard in life is to risk nothing

The person who risks nothing, does nothing and is nothing

He may avoid suffering, but he simply cannot learn, feel, change, and grow, live

Chained by his certitudes, he is a slave

Only a person who risks is free

Take a risk!

Silence and simplicity: the intersection of minimalism, silence, and design.



Clare Tarling MBA

"Perfection is achieved, not when there is nothing more to add, but when there is nothing left to take away." - Antoine de Saint-Exupery

This quote serves as a perfect introduction to my Easy Read and plain English training sessions. This article is about how the principle works for me, in practice.

Time Holes

I once attended an incredible music improvisation training course - Lifemusic - led by [Rod Paton](#) at the University of Chichester. One of the improvisations was called "Time Holes". Participants sit in a circle, and are invited to create Time Holes, one at a time.

Any participant can indicate when their time hole starts, by saying "click". The rest of the group then waits for the Time Hole owner to say "stop", and the Time Hole ends.

There is often a tangible sigh - a relaxation of the atmosphere in the room. The Time Hole is an unusual, shared experience. There is anticipation, a bit of unease and sometimes even some anxiety. I noticed that the most confident people often tend to make longer Time Holes.

We avoid silence in our everyday lives, especially in conversation: a long silence can signal disaster, so we tend to fill all the gaps to prevent any discomfort or awkwardness.

Simplicity in Design

The same is true on a page. We have a strange urge to write long sentences and many paragraphs to thoroughly explain *everything*. An amateur poster design might feature a background image, a fancy border, 6 fonts in many different sizes and ten contrasting colours. Empty space on a page can be likened to silence in a conversation or in music. It is a brave and confident statement.

I often translate very long documents into Easy Read format - and even the most well-written strategies, reports and policies contain lots of repetition and unnecessary explanations. The highlighter pen is my friend, helping me to spot and preserve the most important points. Then, I can confidently slash the word count, retaining the message and spirit of the original version. When I have got rid of everything I can *and* the message is still present and clear, I am done.

Conclusions

- Treat parts of your page like deliberate Time Holes, and become comfortable with visual silence
- Apply Antoine de Saint-Exupery's words: everything on the page must be intentional and serve a purpose. If it is not needed, hit delete.
- It takes bravery, confidence, and clarity of thought to create silence in music or white space on a page.

Book Recommendations:

1. [Lifemusic: Connecting People to Time](#) by Dr Rod Paton
2. [White Space is Not Your Enemy](#) by Kim Golombisky and Rebecca Hagen

Published by



[Clare Tarling MBA](#)

I declutter information to make it more accessible

[#EasyRead](#) [#lifemusic](#) [#improvisation](#) [#design](#) [#plainlanguage](#) [#perfection](#) [#quoteoftheday](#) [UPFRONT](#)

The 8th Leadership Lesson I learned – Add Value



My first career - 'Added Value' involved helping units win sporting trophies – which was very important to them.

It is 1990, and I am sitting in a workshop presentation 'horseshoe'. I am one of twelve SNCOs (Senior Non-Commissioned Officers) at the start of a short management course being held at a Training Depot somewhere in Surrey, England. My success criteria for attending any workshop is that if I can take one new piece of learning away with me then the training session will have been worthwhile.

One of the course leaders is a US Army Officer on secondment and he is the one to open the workshop. Within minutes I have met my success criteria for the whole course! What he began with, and addressed to everyone, will stay with me for the rest of my Army career. It is also something that has driven me in my second career in Social Care. What is it you ask?

He asks us, one at a time, what is the 'added value' you bring to your role? Before we have an opportunity to respond he quickly jumps in and follows up his own question with a statement: "Doing a good job is a given – it is what you are paid for. So, what is the added value you bring to your role, the people for whom you are responsible, and your team/unit?"

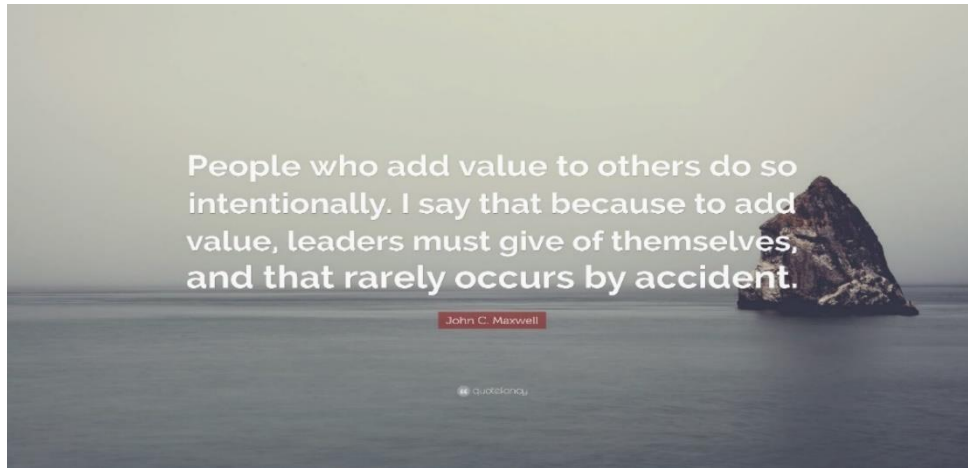
What is your added value? It has become a question I repeatedly ask myself. What is your unique selling point (USP)? What will be the difference you will make to your organisation and the people you support?

What do I mean by 'Added Value'?

Adding value means going beyond your job description. Investing more time and effort than is required of doing a job well. Linking your work to specific organisational objectives

enables you to focus on the tasks that will have the biggest impact on your team and company's success.

Adding Value are the skills, talents, and relevant experiences you bring to your job and employer.



Finding your Added Value

Being able to pick up tasks as required, or without being asked, is a trait that many employers value. Showing initiative by continually looking for improvements and concentrating on one goal or skill at a time.

During my first career it often involved sport, whether as a manager, coach, captain, or a participant. In this career my added value has been about delivering leadership training; coaching; mentoring; writing articles; wellbeing/wellness newsletters; diversity awareness projects; carer speaking engagements and social media engagement.

Looking to add value in every post I have held has often involved regularly reinventing myself.

Related: [The Art of Reinvention – Leadership in the Raw](#)

Five examples of how 'Added Value' has benefitted me in job roles:

1. It has helped me to remain competitive, agile, and innovative.
2. I am able to demonstrate a strong commitment to my team/organisation.
3. It has helped me with my career progress by being able to evidence flexibility towards tasks/change.
4. It has supported my career advancement. Being able to explain and signpost to how you have added value to a company will (hopefully) stand you in good stead when it comes to career development.
5. The Return on Time Invested (ROTI). Investing additional time on acquiring new skills, knowledge, and expertise. This may involve looking to introduce a new method or skill set for the organisation. My example of this was to set up in-house NVQ assessors for vocational qualifications.

Related: 'Keeping a Momentum' [The 7th Leadership Lesson I learned – Keeping a Momentum – Leadership in the Raw](#)

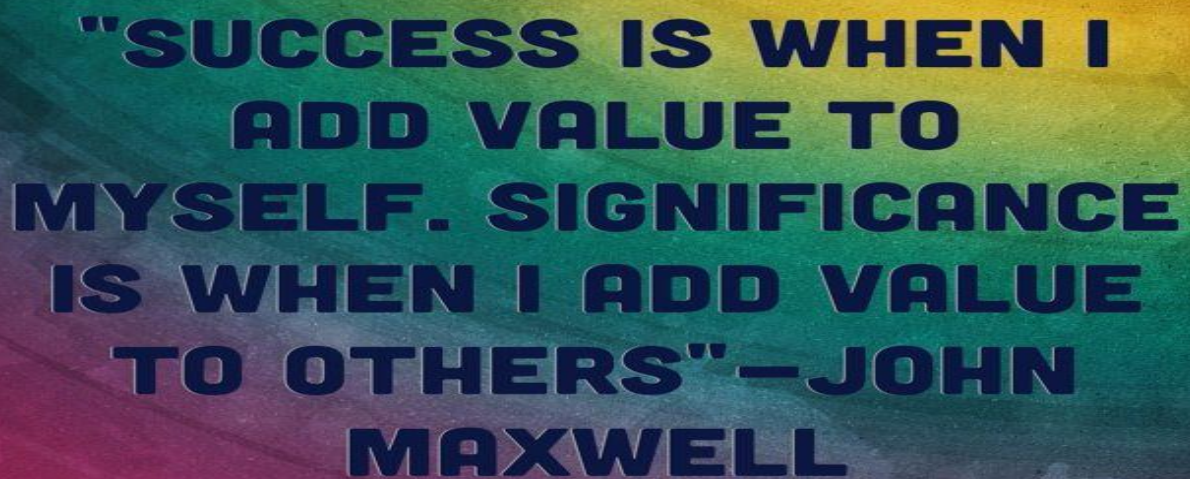
'Added Value' benefits your team, company/organisation, and your colleagues:

An organisation might be more likely to succeed if it has high performing employees who bring added value because of their talent, knowledge, and skills. We have achieved this over the last 15 years in the company I work for www.dosh.org by surrounding ourselves with talent.

Related: [The 3rd Leadership Lesson I learned – Surround yourself with Talent – Leadership in the Raw](#)

Your engagement and commitment energise your team and company to thrive.

Nearly twenty years after the management workshop, I was just days into a new employment when the Chief Executive mentioned to me that during my interview, she was particularly interested in my experiences of designing and gaining an accreditation for a leadership development award (which was not an essential/desirable in the job description) – so this was going to be my added value.

A quote by John Maxwell is displayed in a bold, dark blue, sans-serif font. The text is centered and reads: "SUCCESS IS WHEN I ADD VALUE TO MYSELF. SIGNIFICANCE IS WHEN I ADD VALUE TO OTHERS"—JOHN MAXWELL. The background is a vibrant, multi-colored gradient transitioning from green at the top, through yellow and orange, to red and purple at the bottom, with a subtle, darker pattern.

"While there is a chance of the world getting through its troubles, I hold that a reasonable man has to behave as though he were sure of it. If at the end your cheerfulness is not justified, at any rate you will have been cheerful. HG Wells

HOW TO ACHIEVE MORE BY SLOWING DOWN

Daydream. Most of us favour our rational mind at work, as it quickly shortcuts to rules that will help us find a problem's solution. But who wants obvious? Your intuitive mind is playful, meandering, and creative, and approaches each problem afresh.

Watch and learn. Contrary to economic mythology, the first to market rarely succeeds. Ditch your obsession with winning, sit back and learn from the pioneer's mistakes for a fraction of the cost.

Reclaim your mojo. Hurrying doesn't just lead to errors and mediocre results; it drains the pleasure from work. Boost enjoyment and awareness by asking yourself: what am I savouring about today's work? What could I do differently?

Guard your time. Always rushing between endless meetings? Stop. Decide how much time you want to spend with each audience; prioritising those useful to you (clients, mentors) over those you are helping (suppliers, direct reports). Stick to it.

Listen for longer. Don't jump in with an answer before you've heard everything. Let everybody finish then reflect before making plans. It will save you time in the long run.

Check your maths. Research shows we underestimate how long tasks will take us by around 20%. Look again at your to-do list and write a realistic version, reprioritising accordingly.

Choose important over 'urgent'. What would you focus on if your diary were clear? Next week, do only these things and ignore the rest. Others will pick up the critical pieces.

Break the pattern. Notice where rushing is causing you to slip up. Are your reports misspelled? Select a prompt (opening the report template) and use it to remind you to slow down.

Avoid the speed trap. Just because everyone else is rushing, it doesn't mean you should. Stick to a pace that produces exceptional results for you. Why flap when you can fly?

The Mind Gym: changing the way people think, feel and behave – www.themindgym.com

"It isn't so much that hard times are coming; the change observed is mostly soft times going"

Groucho Marx

Being Bettina's Dad: What is Courage without Fear?



"Hello.....Is there anyone there?"

Bettina is calling from upstairs and looking over the banister. Our home can be noisy and the atmosphere is always filled with laughter and chatter 99.9% of the time – there are, after all, four adults living together in Bettina's house. This evening, our house is unusually quiet, two of the adults are somewhere else in the country. Joyce rushes to reassure Bettina – "it is OK, Mum is here" – once again we are reminded of Bettina's greatest fear, which is to be left on her own.

Supposing you had just arrived on earth for the first time, how would you feel? You see people looking at you and they are trying to communicate with you, but you are not sure what they are communicating. You hear noises that hurt your ears and when people give you eye contact, it feels like a burning inside of you. You think about telling those around you how you are feeling but you are not sure how to do it and will they understand anyway?

Now imagine all these sensations happen to you all at the same time, every minute of your day and each day with no end in sight. Bettina copes with Autism and a learning disability and with her inherent courage she faces down her fears every day. After all what is courage without fear?

Fear: Distress or alarm caused by impending danger or pain. An awareness of dread. Terrifying.

Courage: The ability to face danger or pain without fear. Bravery.

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

For me, I did not understand real fear and what it meant to be afraid, until I had witnessed seeing Bettina having her first seizure. It was unexpected as she was yet to have her epilepsy diagnosed. I had supported many people with seizures prior to Bettina's but the shock and fear I felt when I witnessed this is something that has stayed with me, even after 15 years since it first happened.

I share with you the stories from 'Being Bettina's Dad' series on my blog and in my monthly Leadership Pack to inspire readers to look at the world a little differently and help people on their leadership journey and, most importantly, to learn as I do from Bettina.

Bettina teaches her family and friends so much about life and what is courage without fear is a good example for me. I personally do not worry about feeling fear but what worries me is how I will perform and respond to fear on each occasion (will I let people down?). So it is helpful for me to revisit Bettina's code and coping mechanisms:

From Fear to Courage – Bettina's code:

- Bettina conquers almost any fear by making a conscious decision to do so
- Bettina recognises if she gives into fear, she will always be frightened
- Once she has made up her mind, this diminishes her fear
- Bettina knows she is not able to rid herself of her fears, so she chooses to harness and master them instead
- Bettina faces her fears by surrounding herself with those she loves and trusts, as she faces her danger
- With each distress or alarm Bettina feels, she conquers her perceived pain and acknowledges her success by giving a thumbs up and saying "you did it" then she moves on to her next challenge

Bettina's coping mechanisms:

- Bettina does not allow herself to stay in a fearful state, she immediately plunges straight back into action (it is that kind of courage that her family admire in Bettina so much)
- Bettina keeps her focus and concentration on the main prize – everything else is a distraction

Related: [Also mentioned in 'Bettina's lessons in concentration and focus'](#)

- She repeats a mantra to her herself. She does this often and I believe it helps her concentrate and keep focused
- Bettina brings all her thoughts to bear on the activity, fixing her attention and efforts on her task, not allowing anything to distract her until she has fulfilled her objective

Bettina can often be frightened, but this does not stop her from living her courageous life. Go Bettina!

"Hello.....Is there anyone there?"

We are Bettina and we always will be.

Source: Steve Raw

What Is Inclusive & Empowering Leadership?

Disempowering workplace cultures are the number one reason why people quit their job.

by Margherita Sgorbissa, June 14, 2023

[What Is Inclusive & Empowering Leadership? | Margherita Sgorbissa | tbd.community](#)

Inclusive & Empowering Leadership is a key pillar in shaping workplace cultures that help people and businesses thrive. Shifting leadership models by prioritizing more human-centric values and practices at work helps companies attract, engage and retain people. Inclusive leaders make it their mission to enhance employee experience through people empowerment and creating workplace cultures that prioritizes diversity and inclusion. Want to learn more about building a culture of employee retention through inclusive & empowering leadership? Then this article is for you. Let's dive in.

Inclusive & Empowering Leadership is a key pillar in shaping workplace cultures that help people and businesses thrive.

Firstly, what is inclusive & empowering leadership?

Leadership is workplace culture in action and the primary enabling factor for quality experiences and thriving cultures at work. While cultural changes are often pushed from the bottom-up, key transformations are enabled through changes at the leadership level.

Traditional organizational structures (rooted in capitalist logic) set a top-down leadership style as the default.

This involves elitist decision making that isn't open to the opinions and expertise of other people across the organizations, and is resistant to address their needs..

Inclusive and empowering leadership challenges this model by prioritizing collaborative and human-centric approaches (which are strategic in leveraging diversity, equity and

inclusion goals) and help create an environment that fosters equal opportunities, respect, belonging and celebration of individuals' uniqueness.

From the skill set point of view, Inclusive & Empowering Leadership is a leadership style that values potential, mentorship and learning.

This leadership culture provides spaces for exploration and risks, growth mindset, human experiences, and diverse sets of skills.

Disempowering workplace cultures are the number one reason why people quit their job.

Involving leaders and executives in developing their own inclusive leadership skills is a key aspect of creating a thriving workplace culture. It means activating a shift at the core of a company's decision-making and accelerating that transformation across the whole organization.

In fact, Inclusive & empowering leadership is key when it comes to building a culture of retention.

When people have a negative experience of work, such as they aren't allowed to be their authentic selves, they aren't seen or valued, or they often have to compromise their needs, ultimately, they end up leaving.

In today's world of work, no company can afford not to invest in inclusive & empowering leadership development.

If the leadership team isn't actively implementing community building strategies for a workplace culture that fosters diversity and inclusion, or expanding leadership skills that foster an empowering employee experience, then their company will see many undesirable negative effects.

This can manifest as.

- Talent retention issues with increased turnover costs, leading to companies wasting time and money.
- Flat team morale with dissatisfaction and unhappiness spreading throughout the organization. This can lead to a low performing workforce, people even getting sick more often and a domino effect of frustration at work.
- Loss of competitive value in the workforce market, as companies don't meet modern workforce needs. Ultimately this pushes valuable employees away and sends them towards workplaces or employment models that treat inclusive & empowering leadership as a priority.

Companies and leaders can start to change the cultural compass towards inclusive & empowering leadership by shifting the way they understand leadership. They need to recognize the importance of investing in empowering leadership for their people and business success.

Being conscious of context means knowing that the personal, professional and political are all connected, and that they influence our business-building process.

Leadership is also about being aware of the social and cultural impact of our business, exploring possibilities to make a positive impact and promoting empowering practices at work. The role of a business owner comes with social and cultural responsibilities and it's essential to conduct business in a human-centric way.

Let's look at what inclusion & empowering leadership looks like in action with some examples:

- The leader acts as a mentor, collaborates with the team members and supports their growth.

- The leader provides equal opportunities for career development and learning to the team members.
- The leader celebrates wins and shows gratitude to their team members.
- The leader leads by example and practices sustainable routines at work, so team members can follow along.

There are more additions to this list in our [Business of thriving e-book: FairForce's Guide To Building A Workplace Culture That Makes People Stay. And Businesses Win. Learn more here.](#)

How many of these can you spot in your workplace? It might be that you're closer than you realized to this kind of inclusive & empowering leadership. Or maybe you've identified gaps and areas for improvement. Either way, there are immense benefits to ongoing investment in and commitment to inclusive & empowering leadership.

Some of the many benefits of inclusive & empowering leadership are:

- People learn by experience. By putting the theory into practice in your leadership you're helping people to have a felt sense of what it means to be led in a compassionate and empowering way. This has a ripple out effect far beyond work. By demonstrating this type of leadership at work, you're modeling it to your employees so they can explore it in their own lives and projects outside of work too.
- One of the main objectives of inclusive & empowering leadership is to make people feel safer at work, more comfortable to be their authentic selves and more valued. This leads to professional growth, employees having access to more creativity and being more engaged.
- With inclusive & empowering leadership, people tend to feel more connected to the company's mission which improves collaborative systems, makes feedback easier and improves overall performance.

Hopefully this article has helped you to understand your own workplace culture and leadership model. Companies that invest in developing their people personally and professionally, with inclusive & empowering leadership, are set to enhance retention and thriving cultures. Make sure you're one of them.

At FairForce, we focus on researching trends, designing best practices, and delivering holistic solutions to building and shaping culture and experience for workplaces that care about leading the change.

If you are ready to build thriving workplace cultures and need a trusted partner to support you in walking this path, schedule a [FREE STRATEGY CALL](#) to talk to our culture team.

And finally, from 'The Army Leader':

Leadership Lessons for Father's Day

<https://thearmyleader.co.uk/leadership-lessons-for-fathers-day/>