

## LEADERSHIP COACHING AND MENTORING –PACK

October 2023

Established in 2006

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

Damian Piper CBE our Resilience Coach starts this month edition with: **Unlocking Your Full Potential: The Power of Purpose and Personal Positive Intent (PPI)** "Every morning is a chance for a fresh start, a new chapter waiting to be written. Our day's canvas is painted with opportunities and challenges, and how we navigate them makes all the difference. This month's article is going to major on an approach to help you make the most of the 24 hours. Before delving in, here are a couple of alternatives which can also add value for some people....."

**From me 'The 9th Leadership Lesson I learned - Sweat the Small Stuff':** "It was over 15 years ago when I sat reading a case file in a hot claustrophobic porta cabin in Peterborough. I was there to chair a serious disciplinary hearing. This was my eighth case in a number of investigations I had been asked to complete as there was a back log of cases that had built up over a lengthy period. As I looked at the stories in the file, I recognised a common denominator of all these disciplinaries which pointed to events having got out of control. The managers concerned had not 'sweated the small stuff', if they had only dealt with these situations when they were small, I would not be having to deal with someone's future."

**Action Centred Leadership - The British Army's leadership model.** "In highly task-orientated organisations, the ability to balance the needs of achieving the task with the needs of the team, and the individuals within it, is easier said than done. This is particularly true given the range of challenges to navigate."

There is lots more in this month's edition so let's dive in together.....

Steve Raw FInstLM, FCMI, GCGI

Email: [steve.raw@dosh.org](mailto:steve.raw@dosh.org)

Blog: [www.leadershipintheraw.org](http://www.leadershipintheraw.org)

Instagram: @stephenraw6

Threads: @stephenraw6

Twitter: @SteveRaw836

LinkedIn: <https://www.linkedin.com/in/steve-raw-72454721/>

Facebook: <https://www.facebook.com/steve.raw.771/>

*It is not about how good you are*

*It is how Good You want to be*

## **Unlocking Your Full Potential: The Power of Purpose and Personal Positive Intent (PPI)**

Every morning is a chance for a fresh start, a new chapter waiting to be written. Our day's canvas is painted with opportunities and challenges, and how we navigate them makes all the difference. This month's article is going to major on an approach to help you make the most of the 24 hours. Before delving in, here are a couple of alternatives which can also add value for some people.

### **Going with the Flow**

Reacting in the moment can lead to unexpected opportunities. However, it may result in a short-term outlook, potentially sacrificing long-term gains. It's like being carried along by the current without a clear destination in mind. Which can mean you get wonderful surprises. It can also mean you find yourself in difficult situations – many of which will not be apparent until sometime later.

### **Setting Out a Plan**

Creating a detailed plan for the day can provide focus and help avoid distractions. Yet, it can also generate pressure when unexpected events arise. Or missed opportunities that you hadn't predicted.

### **Purpose with Personal Positive Intent (PPI)**

This approach strikes a balance, putting you at the heart of your day. It's about understanding your bigger goals, values, and commitments while also considering your well-being. It's like having a compass that guides you through the day's twists and turns.

### **What Does a Day with Purpose Look Like?**

- **Shaping Your Approach**  
Tailor it to your unique needs. While there are common characteristics, your approach should reflect your aspirations, values, and commitments.
- **Embracing Purpose**  
Envision the bigger picture, whether it's weekly or longer-term goals. Understand your values and how they may be tested. Plan how you'd like to respond to maintain alignment with your core beliefs. Looking at your day's existing commitments helps put some building blocks in place and frame discretionary capacity.

## **Personal Positive Intent (PPI)**

- Start your day by placing yourself at the centre. Consider using the Effective Challenge Resilience Model PRIME:
  - Physical - examples include raising our awareness of how we can include some exercise (this doesn't have to be excessive; factoring a walk into our day is great for many), considering the quality of our breathing, and considering our overall physical health.
  - Rest - planning in short breaks to avoid the relentless back-to-back activity, preparing to get enough good quality sleep.
  - Intake - the things we eat and drink; not just what but also when and how. This is often about planning, particularly on the days you know you could be vulnerable to not eating and drinking to serve you effectively.
  - Mind – taking a moment to settle your thoughts. In this context, this also means getting those thoughts out of your head into a trusted system so you can bring objectivity to them.
  - Energy – With a bigger picture context, think about how you will look to shape your interactions with others and setup your environment to enhance, not sap, your energy.

## **Navigating Real-Life Challenges**

Life is unpredictable. Traffic jams, unexpected tasks, and new projects can throw off even the best-laid plans. This is where your morning preparations truly shine. They equip you to make informed decisions to prioritise what truly matters. I like the wisdom of Stephen Covey: "It's easier to say no when you have a bigger yes burning inside." Saying yes to everything may stem from good intentions, but it can lead to neglecting prior commitments and, ultimately, your own well-being. Setting up the day with purpose and a Personal Positive Intent will help you appreciate what you have on and, therefore, put you in a strong position to say yes or no to other things as they arise.

## **Take a Moment for Yourself**

Even amidst a busy schedule, dedicating a few moments to contemplate your values and actions can set a profound tone for the day ahead. Many discover that by starting the day with purpose and a positive personal investment, they experience a deeper sense of fulfilment, an integral part of their daily routine. I acknowledge that mornings can be a whirlwind for some, with caring responsibilities and commutes or simply not being a "morning person." However, this practice can be equally effective if done the night before. Some prefer this approach as it helps bring closure to the day and primes them for the next, resulting in a more restful night's sleep. Whether in the morning or evening, discover what resonates with you and give it a go. Remember, unlike the notorious mis-selling of Personal

Protection Insurance (PPI) in the nineties, which led to significant claims against financial institutions, this version of PPI is an investment in yourself that will yield dividends across every aspect of your life.

As always, I'm interested in how you get on.

Damian

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

Effective Challenge Podcast [Apple](#), [Spotify](#), [Google](#) or all other platforms

Instagram [damian effective challenge](#)

LinkedIn [Damian Piper](#)



### **Say It Effectively**

IT'S not what you say it's the way that you say it, that's what gets results!

Not quite the Bananarama lyrics of old but pertinent nonetheless when considering body language while communicating.

The irony of effective communication is that words have the least effect on the person you are communicating with.

A very small percentage of your effectiveness when talking to someone is about what you say. It's how you say it that counts. The tone and the way you deliver your message are the all-important factors in making a sale. Then, selling becomes plain-sailing.

Use a tone that reflects what it is you are trying to convey - and practise it. Believe in what you're saying. Engage with the person. That way, it won't matter so much if, for you, words don't come easy.

Source:           Naked Leader Board

## The 9<sup>th</sup> Leadership Lesson I learned - Sweat the Small Stuff



*Attending LD Today conference*

It was over 15 years ago when I sat reading a case file in a hot claustrophobic porta cabin in Peterborough. I was there to chair a serious disciplinary hearing. This was my eighth case in a number of investigations I had been asked to complete as there was a back log of cases that had built up over a lengthy period. As I looked at the stories in the file, I recognised a common denominator of all these disciplinaries which pointed to events having got out of control. The managers concerned had not 'sweated the small stuff', if they had only dealt with these situations when they were small, I would not be having to deal with someone's future.

### **What is sweating the small stuff?**

**Diligence.** "Sweating the small stuff" is a phrase that refers to paying attention to the details and minor aspects of a project or task. It is often used in the context of business, where it is believed that paying attention to small details can lead to better results and outcomes. I have found it has helped me in both my careers (Army and Social Care) and in all aspects of my personal life. I would also add it is also about anticipation - predicting what comes next.

Related: [Anticipate your way to success – Leadership in the Raw](#)

### **When you need to sweat the small stuff:**

1. **When** you recognise a pattern(s) of behaviour – where have I seen this before?
2. **When** your gut feeling tells you that this could get bigger.
3. **When** you need to take charge no matter how senior you think you are – get involved!
4. **When** you are tempted to ignore or put off dealing with a situation, that is the time you need to deal with it.
5. **When** people tell you that you are getting the situation out of proportion – do not be put off. E.g., so called 'banter' between colleagues of different genders that can quickly become or perceived as inappropriate or threatening.

### **The benefits of sweating the small stuff.**

- Dealing with a situation when it is small is often when you still have control, when it is big it is often out of your hands, and you have lost control of the outcome.
- You only have a finite amount of time as a leader and a manager – you must not waste your time on events that could have been avoided.
- It is important for businesses to pay attention to the intricate details. Doing so can help improve the quality of work, increase efficiency, and lead to better results.
- Paying attention to detail also means learning as much as you can about your colleagues as individuals, not just as prospects. This creates an environment for you to cultivate the “know, like and trust” relationship that is so often the difference-maker.
- It will make your team and/or company stand out. These are the things your customers remember, and these are the things they mention to their networks about your company.

### **Create the culture (the way we do things around here) and the environment:**

- Tell your team that you all sweat the small stuff, so it becomes a mantra. You know it has been adopted when they quote the phrase back at you.
- Take the time to explain what this means and why you all need to do this.
- By creating culture of high standards Related: [Doing what is right over doing what is easy – Leadership in the Raw](#)
- By all means delegate, but do not lose the accountability for everything that happens within your team.
- Have a sense of urgency and a laser-like focus to everything you are responsible for

Forbes (American business magazine) suggests that:

“Small things add up to create culture” and that “it is the seemingly ‘small’ stuff that can really impact workplace culture”.

Related: [The culture within you – Leadership in the Raw](#)

### **Think like an athlete:**

During the 1980s and 1990s I considered myself to be a track athlete. I wanted to be as competitive my limited talent would allow, and I was going to do this by sweating the small stuff. I knew from my coach, and running magazines, that athletes addressed the small stuff before they even stepped onto the track to compete. So, I would work from the top of my head down to my toes:

- A short haircut (I no longer need to worry about that now).
- Light running kit – I would wear a sleeveless vest even in winter for a race.
- Cut my toenails so that my feet are comfortable in tight racing shoes.
- The right weight - 1lb over and it could cost me a second per lap.

- The right footwear for the conditions - the lighter the shoes the better. For 10km races I had a pair that only weighed 150 grams. Have I got the right length of spikes on my trainer? E.g., 5mm for track and 9mm for Cross Country.



Now I am ready to race. (5000m in 1990something)

These may seem trivial things to consider, but each one made a difference to my efficiency and performance.

Finally:

When I was looking for inspirational quotes for Sweating the Small stuff. I found a substantial number of articles which said 'Don't Sweat the Small Stuff' which is fine if you are just looking at lowering your blood pressure. However, if you are looking to create something new and revolutionary my recommendation is to sweat the small stuff.

Have I made my case?

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

#### **GIVING A GREAT SPEECH**

1. Know your subject inside out. You shouldn't fear audience questions.
2. Use the latest research. It will make you more credible.
3. Don't rush – practice a few times by speaking in front of a mirror
4. Only make jokes if you're actually funny – and never pause for a laugh
5. Bring notes with the speech's key points but don't look down too often

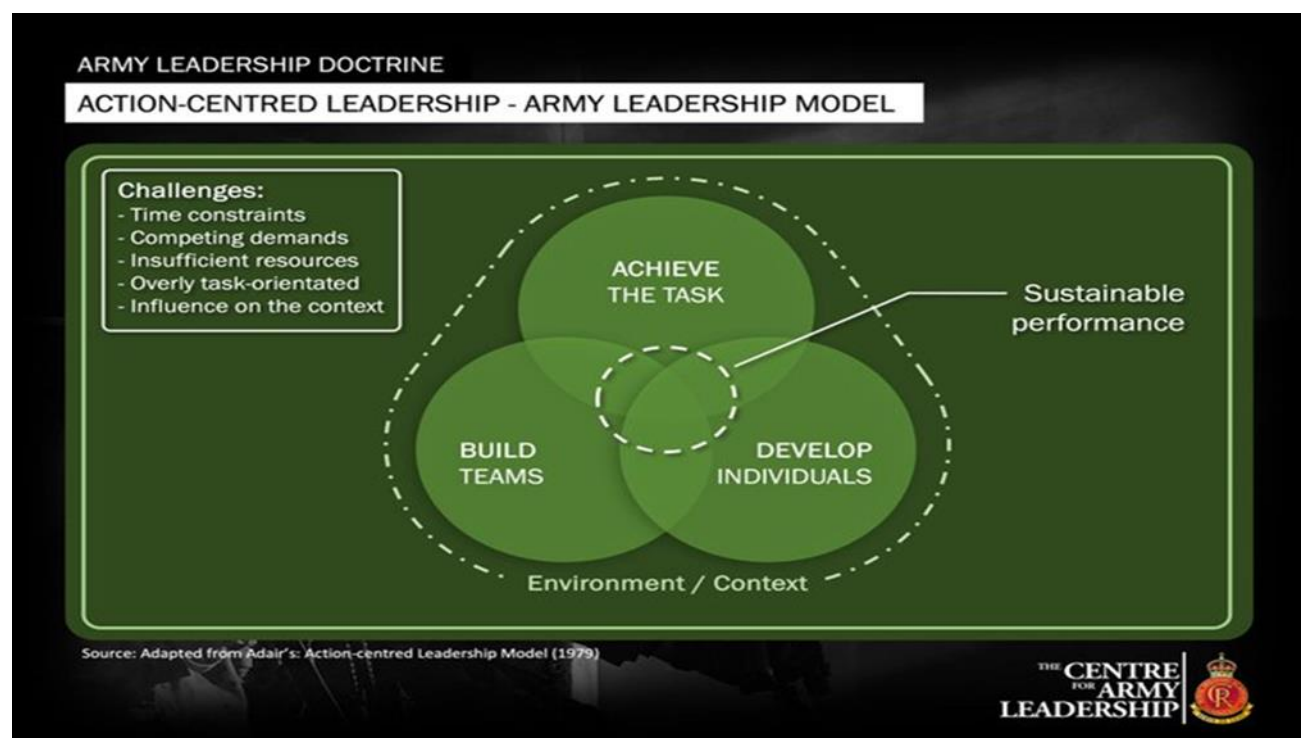
Source: Management Today (magazine)

## Action Centred Leadership - The British Army's leadership model.

In highly task-orientated organisations, the ability to balance the needs of achieving the task with the needs of the team, and the individuals within it, is easier said than done. This is particularly true given the range of challenges to navigate.

However, the Army requires its leaders to understand that prolonged exposure to the demands of high-tempo task attainment will ultimately lead to team and individual burnout. When the context allows, leaders must seek opportunities to reset that balance and dedicate time to developing individuals and to building team cohesion to achieve a sustainable level of performance.

- ◆ Action-centred leadership not only requires a leader to understand the demands of the current context, but also their ability to interact, influence & shape the operating environment.
- ◆ Arguably the most common challenge to balancing task, team & individual needs is a lack of time, compounded by competing demands and insufficient resources.
- ◆ Yet the highest-performing teams often operate at the extremity of the task ball [think Olympic teams]. But such tempo isn't sustainable long-term & leaders must enable time for team & individual needs where possible or likely face burnout, whether themselves, their team, or the individuals within it.



Courtesy of [Mental Health Change Agents-Advocates-Motivational Speakers-Clinicians | Groups | LinkedIn](#)

🟡 #mentalhealth Want to achieve success this week? Checkout 4 mindsets that will help you achieve that.

🟢 When you have a growth mindset, you are open to learning new things and continuously improving your skill set. You are more focused on the process than the result. Self-efficacy is high! Challenges are viewed as opportunities to learn. You believe your efforts and abilities determine your success.

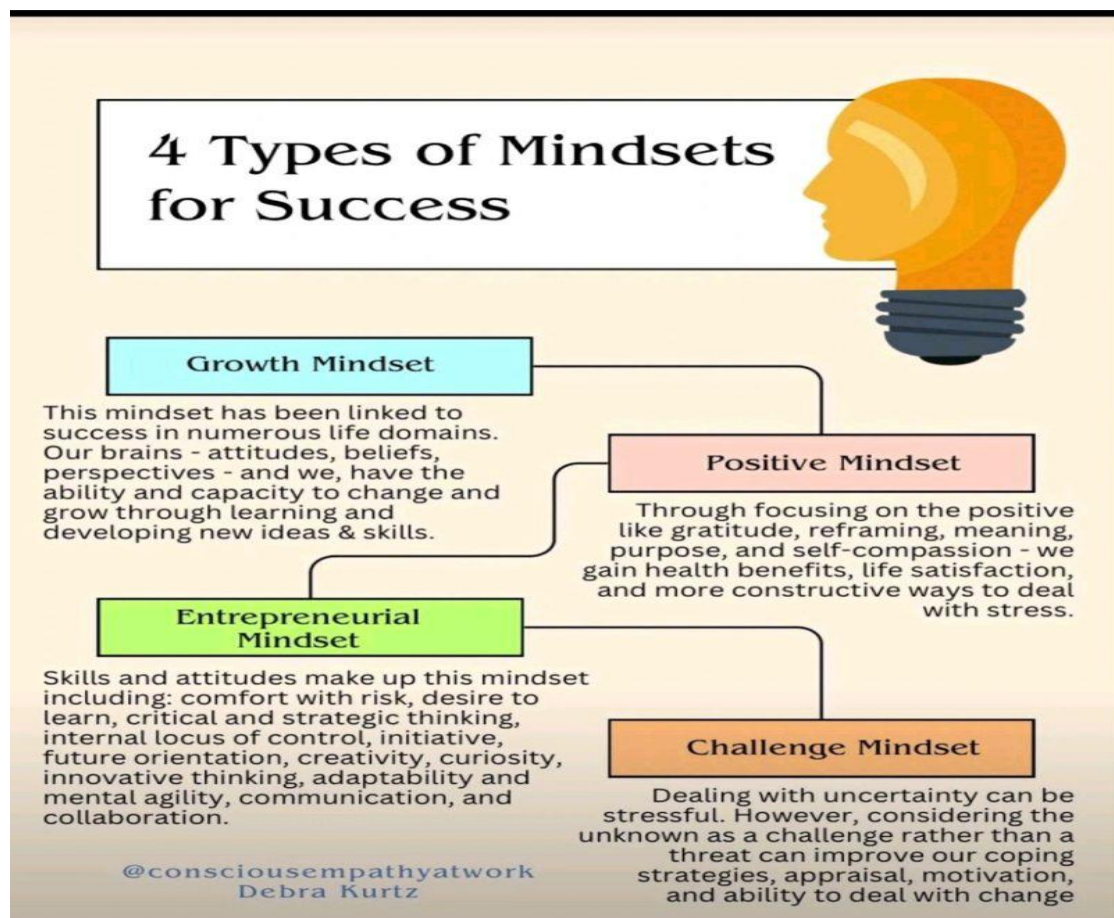
🟡 A positive mindset focusses on the positives. What did they say about your focus again?

🟢 An entrepreneurial mindset possesses critical thinking skills, is strategic and comfortable with taking calculated risk.

🟢 A challenge mindset not only views challenges positively but loves challenges and is intrinsically motivated.

These mindsets are interrelated. They are not set in stone. They can change with time, effort and circumstances. Remember failure is an event, not a person -Zig Ziglar-

You can cultivate the right mindset. Today is the day to start!



## **A Traveller's Tale**

**Time to Read: 27 Seconds**

**Dear Steve**

### **A Traveller's Tale**

A monk lived a quiet, reclusive life in the hills, just off a little used track that connected two distant villages, one in the north, the other south. Occasionally travellers would pass, and he would always invite them in to share some time, food and conversation.

One day, a tired looking man called in on his way from the north. He was exhausted, unfriendly, and made short, sharp efforts at exchange:

"Tell me, monk, what are the people like in the village to which I travel?"

The monk replied.

"Before I answer, tell me, how did you find the people in the village from which you've come?"

The traveller said, "It was a horrible, unfriendly place. The people made no effort, and I hated my time there." To which the monk replied, "In which case, I must tell you that you will find the people in the south, much the same."

Two days later another traveller arrived, much fleetier of foot, and of a far happier disposition. He asked the monk about the people in the village ahead, and the monk asked the same question about those he had met in the north.

The traveller said "The village I have come from was a wonderful place, a real community. People made me feel so welcome, they shared their stories, their food, and their hospitality. They became some of my closest friends, and I was sad to leave".

To which his host replied, "In which case, I must tell you that you will find the people in the south, much the same."

With my love and best wishes to you all

David

**@nakedleader across all social media**

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

## **Productivity**

### **(Is not an accident it's a decision)**

Legendary coach John Wooden said, "Don't mistake activity for achievement" You may be busy from the moment your alarm goes off in the morning until the time your head hits the pillow at night, but are you accomplishing anything meaningful toward the fulfilment of your goals?

Are you making forward progress, or are you just running in place?

Make a decision today to stop wasting time – or just spending time – and, instead, invest some time in learning how you can be more productive in the areas of your life that really matter.

(I have chosen some of the best tips from the magazine's comprehensive article on Productivity – hope you find them helpful)

- Plan your day. While many people rely on the computer's calendar, writing down events and to-do lists in a day planner or journal forces you to spend a few minutes each day setting short-term goals and prioritising tasks.
- 5 to 11. This is a strategy that I currently use, of a 5 before 11 list – the five things you want to accomplish before 11am
- List your goals. Hopes and dreams remain fantasies until you identify them, write them down and create a plan for achieving them.
- Determine your best time of day. Are you a night owl? An early riser? You may already know your peak times of day for energy and creativity. If not, take a week and chart the times of day when your energy and attention seem to peak or lag. When do you work quickly or creatively? When do you make the most errors? Once you know your peak times, schedule activities accordingly, keeping in mind that everyone has highs and lows throughout the day; it's what you do with them that counts. (My peak time is in the morning, so the most difficult tasks are always done then).
- Commit to a peak-performance partner. Once a week, have a 30-minute accountability call with another super-achieving peer. Discuss your wins, losses, fixes and ah-has, and challenge each other for better results the following week.
- Narrow your focus. What three projects, tasks or priorities will most contribute to the accomplishment of your biggest and most important goal? Write them on a note card, and then spend 90% of your day on those tasks. Spend the other 10% delegating, reassigning or in rapid response.
- Prioritise. Creating your to-do list is the easy part, but how to prioritise and get through it? If I have several tasks of equal importance, I tackle the one I most want

off the list. Although it feels productive to check off a lot of smaller items, that big, dreaded task takes mental space that can slow me down overall.

- Visualise the reward. When I'm working on a big, gruelling project with no finish line in sight, it's easy to rationalise taking breaks or diversions, which easily lead to procrastination. What works for me is imagining my free time once I'm finished, such as spending a guilt-free weekend gardening or taking a mini-vacation. The more detailed the free-time planning, the more I can see it and want it-and the more I want to get finished with my work project.
- Listen to something that gets you going. As I write I am listening to 'Classic FM at the Movies' which is a mixture of Classical and Opera this gives me a bigger boost than caffeine! Music has great power to change your attitude and energy level.
- Ask Questions. Success reader Darrell Haney says one of his productivity resources is "other people that know more than me" If a customer asks him a question he can't answer, he is honest and tells the customer he'll ask an expert. "Third part confirmation makes us all look smarter than we really are. "I don't need to know everything, just who to go to, to get the answers".
- Start your day with reading (this is something I do) It seems counterintuitive, especially to someone like me who wakes up with a brain trying to jump three steps ahead on the to-do list. But stopping for a few minutes in the morning to read some inspirational or personal-development pages puts me in the most productive, positive mindset. I take time away from my to-do list, and I end up getting more done.
- Sleep. It's time to rethink the vital nature of sleep. In the Harvard Business Review, Charles Czeisler wrote that going without sleep for 24 hours or getting only four to five hours a night for a week has the same effect on your focus, concentration, and decision-making ability as a blood-alcohol level of 0.1 percent. So, avoid being one step behind all day by getting at least seven to eight hours each night.
- Get the blood pumping (this is a must!!) I rarely go a day without a run. Research has shown that exercise boosts cognitive function and productivity. In fact, a NASA study showed that employees who exercised daily worked at 100 percent efficiency after seven hours, while those who didn't saw a 50% drop in productivity. That means it took them twice as long to accomplish the same task. So, when you wonder whether it's worth putting in the time, ask yourself whether you'd rather spend that time playing catch-up at work. As much as I love my job, I vote go for my run!!

Finally – Get Going.... "And most of all take action! Get going. Get busy, writes Brian Tracey in Goals! How to Get Everything You Want-Faster Than You Ever Thought Possible "Develop a sense of urgency." "The best ideas in the world are of no value until they are

implemented.” Tracey suggests looking for the solution with the fewest steps, the simplest and most direct way to get from where you are to where you want to go.

Source: USA’s Success Magazine

‘A happy person is not a person in a certain set of circumstances, but rather a person with a certain set of attitudes.’ Hugh Downs

## **YOUR ROUTE TO THE TOP**

### **TO VOLUNTEER OR NOT?**

**Look out for opportunities.** Those who never volunteer rarely make it to the top; equally, those who sign up for the wrong things tend not to make it at all.

**Establish the facts.** Find out as much as you can before you commit: what is expected of you, the level of reporting required, and your resources. This is the best time to get what you need in place or to walk away if the right support isn’t there.

**Be selective.** Choose projects that are reviewed by the people you want to impress. Use the opportunity to ask for their views and get to know them better.

**Think carefully.** Consider what you will have to give up if you do volunteer – balance the benefits of taking on something new with the downside of having less time for everything else.

**Choose well.** Avoid ventures where the best scenario is that nothing goes wrong, like implementing a new e-mail system. If it goes badly, everyone blames you. If it runs well, few notice.

**Show your enthusiasm.** To get the full benefits of opting in, be seen to be keen.

**Delegate.** Pass on as much of your everyday work as possible; great opportunities are usually not part of the norm and so require us to free up our time to increase our chances of success.

**Give clear instructions.** Make sure that those you leave to look after the shop know what to do if things start going wrong, and how to get you back in when they need to.

**Volunteer for projects that involve others you rate.** Working with impressive people will help you raise your game.

**Don’t spread yourself thinly.** Do a few things properly rather than too many badly. If you get a reputation as a serial volunteer, you may become known as the fickle one who lacks finishing power.

(The Mind Gym)

‘Adversity has the effect of eliciting talents which, in prosperous circumstances, would have lain dormant.’ Horace

## CAREER MASTERCLASS

### PUSH YOUR TEAM

**Be explicit.** Does every team member know the difference between competent and outstanding? Explain clearly what exceptional performance looks like and what the rewards are.

**Spot what stops them.** Help people identify what's holding them back. Whether it's crumbling self-belief (create achievable actions to boost their confidence) or just a chatty neighbour (change the seating plan), fix it together. And fix it fast.

**Empower them.** Don't confuse pushing with micro-managing; let those who can handle it reach peak performance in their own way. Use outcome-focused briefs, avoid rigid sets of instructions, and encourage creativity, then watch them drive themselves harder than you ever could.

**Inspire.** Steve Jobs once said: 'If you are working on something exciting that you really care about, you don't have to be pushed. The vision pulls you.' Explain the dream behind your high standards and rave until they're also desperate to get there.

**Keep talking.** Specific, stretching goals will only work if you evaluate them. Meet individuals every fortnight to discuss progress against clear measures. Grafters will be encouraged to try new challenges; coasters will get a wake-up call.

**Practise what you preach.** Be their role model. Are you pushing yourself as hard as you're pushing them?

**What's in it for them?** People will always strive harder towards their own goals than someone else's. Help them define their future then show them how it fits into the overall vision.

**Create competition.** Publicly praise star performers. There's nothing like a little rivalry to keep the troops on their toes.

**Say thank you.** Take a moment to celebrate victories before you set your team their next challenge. Host a team lunch, give them an early finish, send a praising email. You can only push a team thanklessly for so long before they push off.

The Mind Gym: Relationships is published by Little, Brown

There is no trouble so great or grave that cannot be much diminished by a nice cup of Tea

Bernard-Paul Heroux said it

## **Ten Ways to SELL AN IDEA**

1. Clearly identify what's needed and why
2. Sound out your idea to co-workers...
3. ....even test it on a friend or relative
4. Gather facts and data to support your argument
5. When presenting, get straight to the point
6. Keep succinct by avoiding jargon
7. Make eye contact
8. Memorise. Don't read from a script
9. ...or worse, bombard listeners with PowerPoint slides
10. Share the credit – acknowledge when others have helped

Source: Management Today

## **ACCIDENTAL GROWTH vs INTENTIONAL GROWTH**

John C Maxwell says personal development is the only real pathway to lasting change. Reading his article in USA's Success Magazine I picked out a small section: 'Change from accidental to intentional growth for us:

People tend to get into ruts in life. They get in an easy groove, and they don't try to break out of it – even when it's taking them in the wrong direction. After a while, they just get by. If they learn something, it's because of a happy accident. Don't let that happen to you!... How do you know if you've slipped into a rut? Take a look at the differences between accidental growth and intentional growth:

### **ACCIDENTAL GROWTH**

Plans to start tomorrow

Waits for growth to come

Learn only from mistakes

Depends on good luck

Quits early and often

Falls into bad habits

### **INTENTIONAL GROWTH**

Insists on starting today.

Takes complete responsibility to grow.

Often learns before mistakes.

Relies on hard work.

Perseveres long and hard.

Fights for good habits.

Talks big	Follows through
Plays it safe	Takes risks.
Thinks like a victim	Thinks like a learner.
Relies on talent	Relies on character.
Stops learning after graduation	Never stops growing.

**Go on – reach the lofty heights with your self-motivation.**

### **WORK – PAIN RELIEF – How to do stuff you hate:**

- Make it the first thing you do
- Remind yourself of the benefits
- Talk to people. Reduce the fear
- Ask for support
- Plan in detail
- Commit to a start time
- Make the first step the easiest
- Remember it could be a lot worse
- Plan a reward for yourself
- Start now. Get it over with

Source: The Pocket Guru by Guy Browning

Eleanor Roosevelt said “Ones philosophy is not best expressed in words; it is expressed in the choices one makes.... In the long run, we shape our lives, and we shape ourselves. The process never ends until we die. And the choices we make are ultimately our own responsibility.” If you want to reach your potential and become the person you were created to be, you must go out of your way to seize growth opportunities as if your future depended on it. Why? Because it does. Growth doesn’t just happen – not for me, not for you, not for anybody. You have to go after it!