

# LEADERSHIP COACHING AND MENTORING PACK

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Established in 2006

## The Penultimate edition

Welcome to this month's edition.

**Recruiting your Best Team** Waiting for the next person to come through the door to be interviewed, I take the opportunity to look at the prospective support worker's application form. A security guard at a designer shopping village and a youth worker! The previous candidates had experience of supporting people with a learning disability (which is what we were recruiting for).

Thanks to a recommendation from Meike Beckford our Head of Social Impact Management, I have connected with Sally McCutcheon who has kindly given her permission to share her excellent post: **What Will The Future Of Leadership Look Like?** (I have also included a link to a bonus article from Sally).

**You get what you focus on** Damian Piper, our Performance coach and consultant, starts this edition with: 'As per usual there is plenty going on in the world at the moment. For some, it's a world of uncertainty. For others a world of opportunity. There are multiple ways to describe this sort of thinking' Another terrific article from Damian, written especially for you.

**Being Bettina's Dad – Bettina's approach to Decision Making.** When interviewing candidates for Dosh [www.dosh.org](http://www.dosh.org) I am always willing them to respond with the perfect answers which will help them achieve maximum points. As I ask the question, I wonder how I would respond if I was the candidate? My next thought is, I know someone who has a number of different strategies for making decisions and if ever I am asked this interview question and want to score the maximum points, I think I will 'borrow' Bettina's approach.

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

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*t's not about how good you are.*

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

## **Recruiting your Best Team**



Waiting for the next person to come through the door to be interviewed, I take the opportunity to look at the prospective support worker's application form. A security guard at a designer shopping village and a youth worker! The previous candidates had experience of supporting people with a learning disability (which is what we were recruiting for).

It is over twenty years since my colleagues and I interviewed Maxine, but I can still remember that interview vividly. We soon realised that previous experience was not essential. It was all about the person and what they could bring to the role and the difference someone could make to other people's lives. Maxine was successfully appointed to our team.

At the time I was a Registered Care Home Manager, supporting people with a learning disability. Shortly after my arrival I decided I needed to rebuild the whole team, and I was going to build a team around this new recruit.

**Tip:** Experience and Knowledge is 'preferable' Values and Attitude are 'essential'

### **A passion for recruitment**

Recruitment has always been something I have enjoyed - you never know who is going to work through the interview door and make a difference to you, the team, company, and your customers.

**Tip:** To be a successful recruiter you need to have a passion for the entire process.

### **My Top 10 recommendations for Recruiting:**

1. Do not go overboard with excessive interview processes. I experienced being on the wrong end of an overindulgent assessment centre many years ago. It included a personality test, psychologists assessing you during group exercises - even during your lunch break - maths tests, English tests, timed interviews, group exercises (which included actors!), etc I could go on. I wish I hadn't bothered! Have the courage to make the decision on the best candidate for the role without depending on the assessment tools to make the decision for you – you could save a lot of money on trusting your 'gut feeling.'

2. Provide a welcoming Recruitment Experience – it is important the interview panel are relaxed and want to be there. You are there to sell your team and company to the interviewee – it is not a one-way street.
3. Stay connected with the successful candidate so they already feel part of the team on their first day. There is often a gap between the appointment, working out a notice period and a new recruit's first day. During this period, I share our team's weekly newsletters so that they feel included. As the care home manager, I invited the new team member to visit and get to know people.
4. Who came second and possibly third? If they met the job competencies but just fell short on the day, I promise candidates I will keep their application in my recruitment folder and I will come back to them when I have a vacancy. I once went back to a candidate over a year after their interview – I am glad I did, they became an asset to our company, staying with us long after the successful candidate.
5. Inform the candidates who were not successful and offer feedback. It is the least you can do when someone has made the effort to apply and gone through the recruitment process.
6. Network – some of the best recruits I have selected have come via networks - mine and my colleagues.
7. Speculate to Accumulate. Do not stop recruiting even when you have no vacancies. This is an opportunity to get in front of the recruitment cycle. Be pro-active not reactive, i.e., waiting until you have a vacancy.
8. Talent Spot – Look for people you would like to work with. Encourage your team members to also look for potential colleagues.
9. Speed is of the essence. Do not procrastinate. As soon as you decide you need to recruit get a move on and set a timeline for each milestone in the process. Do not lose out on that new recruit because someone moved faster than you.
10. Take responsibility. Too many times I have observed managers thinking the recruitment for their team is someone else's responsibility e.g., expecting the recruitment team to find people for you. Take ownership. After all you need to fill the vacancy.

**Tip:** Respect for candidates' time and efficiency in the hiring process is paramount to a positive company brand.

### **When I recruit for a team, I look for:**

- ✓ Positive and cheerful people. Attitude is a choice. Attitude is everything.
- ✓ People who will share the vision and embrace the values of your organisation.
- ✓ People who are more talented than me within specific areas of our service – surround yourself with talent.
- ✓ People who do not look like me. Diverse teams, in my experience are the best teams.
- ✓ People who are competent in the role you are recruiting for.

- ✓ People who will bring added value to your team and organisation. Doing a decent job should be a given – so what is the added value they can bring to the table? Related: [The 8th Leadership Lesson I learned – Add Value – Leadership in the Raw](#)

Maxine became the catalyst for change within the team I was hoping to create for the people we were supporting. An excellent example of someone who came through our interview door and changed so much for our service to people with a learning disability. Within a year she created (and took on the road) a support group for women with a learning disability called 'Keeping Ourselves Safe'. Maxine designed and delivered Epilepsy workshops for our organisation, and she completed her NVQ in Care and her Assessor qualifications. Needless to say, I recruited (and promoted) Maxine into the next company I joined.

**Tip:** Take your top team with you.

My thanks and gratitude to Maxine Lorraine

Steve Raw

\* Related:

[Great teams: winning teams! – Leadership in the Raw](#)

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

[My personal top 20 interview tips – Leadership in the Raw](#)

## **What Will The Future Of Leadership Look Like?**

### **Welcome**

I accidentally learned to play saxophone during High School.

My best friend wanted to start learning and needed someone to go with her to find out the details, so I went along...

Next thing I remember was being in the music store in South Croydon, choosing my first Yamaha alto sax.

And somewhere along the way, my sax teacher asked me to turn away while she played a note on the piano. She asked me to tell her what the note was and so I told her, it was Middle C.

She said, 'yeah I thought so - you have perfect pitch'.

'Hmmm' I thought. That was a very quick and simple test to determine such a thing and if I'm honest, in the years since, I think that perhaps my pitch is quite good but definitely not in the realms of true perfect pitch.

I can spontaneously harmonise with a melody and sometimes I can sing you a note on request (although I also sometimes get it wrong!) ...but the way I know for sure that I don't have perfect pitch is this one particular track by Jacob Collier.

**[Listen to Bridge Over Troubled Water by Jacob Collier](#)**



Once In A Lifetime

I wrote about Jacob Collier last month.

He is a once in a lifetime artist who is challenging almost every rule of music and doing it in such a way that you can't help but listen.

And listen again.

And again.

And apart from the fact that Jacob really does have perfect pitch and it takes me a good amount of time to keep up with him (!!) there are a number of things that I get out of listening to his music and the incredible array of content that he puts out...

~ His freedom of expression

- ~ His comfort in creating tension in music
- ~ His willingness to share all of his creative process
- ~ His endless energy for his craft, hard work and talent
- ~ How he shares his joy for life (and music)

*What's this got to do with the future of leadership?*

The reason I'm referencing Jacob Collier (again!) is that what's he's doing in the music world, represents exactly what is needed in the business world.

**We need to listen differently.**

**We need to find ways of sharing our thinking and processes more openly.**

**We need to access the true joy of life more frequently.**

**We need to be less scared of our current reality.**

**We need to explore completely new ways of *doing* leadership.**

*We need to acknowledge that the status quo of how things get done might not be the sum total of what's possible.*

What Will The Future Of Leadership Look Like?

To begin answering this question, we have to challenge the lens that we're looking through.

Because the conditions that created how we currently lead have changed.

Our knowledge, technology and emotional intelligence have developed and the ecosystems that support us have been harmed.

There are a number of indicating factors all pointing to the need for considerable change...

*So what lenses do we need to look at leadership through now?*

## **#1 Connection**

I regularly speak with a few different people in my network.

...And apart from the fact that I like them and it's always intellectually stimulating for me to do this, the main reason above all else, is connection.

One of the biggest global challenges we're facing at the moment is lack of connection.

For all the technology we use to help us connect, our connections lack the depth and honesty that we need.

**And this need exists within leadership and business as much as it exists anywhere.**

Connection is a fairly obvious human need... it's the [sense of closeness and belonging](#) a person can experience when having supportive relationships with those around them.

**But lack of connection is a quiet problem...**

It quietly makes us feel that we might not be good enough.

It subtly fuels negative ideas about others and the world in general.

It silently prevents our ideas from being seen and understood.

*If we look at the future of leadership through the lens of connection, what habits would we change?*

*And how might deep and honest connection shift our perspective?*

## **#2 Success**

A big part of what success looks like within business is connected to money and power.

Getting a pay rise or a promotion is celebrated.

But what success really means is much broader than this.

Success can be found in the connections we make that improve our wellbeing and understanding of others.

Success exists in the way we care for our physical, mental, and emotional health.

Success is how we learn and grow and support the learning and growth of those around us.

Success can be found in the creativity of our ideas and how we express ourselves.

Success has more breadth and nuance than we give it credit for...

How would a more complete picture of success change how we lead?

### #3 Longevity

We live in fast world.

Content comes quickly, news cycles change quickly, our needs around food, fashion, entertainment, and information can be met quickly.

But the benefits we experience from this fast pace come at a cost.

They keep our focus on immediate desires and needs, which means we lose sight of the importance of longevity.

*When you sit in council for the welfare of the people, you must not think of yourself or of your family, not even of your generation. Make your decisions on behalf of the seven generations coming, so that they may enjoy what you have today.*

[Oren Lyons](#) - Faithkeeper, Onondaga Nation

Leadership through the lens of longevity is powerful...

**Longevity helps us take deeper breaths.**

**Longevity is an antidote to the immediacy of stress.**

**Longevity opens up new possibilities.**

*How different will our leadership be when we consider seven generations ahead of us?*

Success has more breadth and nuance than we give it credit for...

How would a more complete picture of success change how we lead?

### Full Circle

I began this newsletter by referencing Jacob Collier's music.

And one of the most interesting things about my experience of his music is that the first time I listened to it I wasn't a huge fan.

On listening to Bridge Over Troubled Water, I found his chord choices a little jarring and the depth of emotion felt staged.



But then I listened again.

And again.

And again...

**And after 3 or 4 listens, tears welled in my eyes.**

The kind of change we need to see in business and in leadership is not necessarily something we'll immediately warm to.

It'll feel different, look different and sound different.

And we might not like it at first.

But the future of leadership will be radically different.

And the more we can adjust our senses to what's needed, the more we will become leaders of the future.

And Finally

If you'd like to geek out on Jacob Collier's creative process, you might enjoy this video of him [recording Bridge Over Troubled Water](#) with Tori Kelly, or this video that's a 2-hour breakdown of [how he produced the track](#).

And to close this newsletter, I'd like to share a song from Jacob's latest album, which has become a firm favourite of mine.

**It's called Cinnamon Crush.**

**[Take a listen here...](#)**

I work with organisations that range from 12 to 200 people and we collaborate to improve autonomy, clarity, workflow and efficacy.

I create packages of support that suit your budget and needs

If you'd like to [work with me](#), drop me a line, I'd love to chat with you.

If you were forwarded this email, you can sign up to receive more good stuff like this, straight to your inbox [here](#).

And if you enjoyed this newsletter, please share it with your network by email or on socials.

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INHALE THE FUTURE

EXHALE THE PAST

Sally has kindly shared another post with us which I recommend:

<https://medium.com/@sallymccutchion/autonomy-is-a-mindset-c8150c36eaf>

## You get what you focus on

As per usual there is plenty going on in the world at the moment. For some, it's a world of uncertainty. For others a world of opportunity. There are multiple ways to describe this sort of thinking. A common one is a glass half full or empty. Chances are both are right, as it all depends on what your objectives are and what you've decided to focus on.

If you are happy with the results, you're getting in the world then fine. If, however, you'd like to see different results it's worth getting to understand what you are and are not allowing through your brain's filter. Various elements have a role to play in the filter you rely on. I say rely on, as without it you would literally get bombarded with so much information, you'd more than likely become paralysed by what to do. A key component of this wonderful filter is the Reticular Activation System or RAS for short.

Amongst other things, the RAS allows things through to your consciousness that you value or see as threats. Here are a few common examples. You know how when you decide to move home you start seeing lots of For Sale signs appearing. Well, the signs are always there, it's just your wonderful brain recognises they don't have value so filters them out until you want to buy one. Or in a noisy party, you will hear your name being mentioned. Or people, who live near a train track, yet don't hear the trains.

So what's this got to do with a world of uncertainty or opportunity? Well, your brain has a knack of passing things through to your conscious mind that fit the criteria you've set. The setting is likely a mix of conscious and unconscious elements. So if you've made up your mind that social media is a bad thing, chances are you'll be more alert to stories that back up your position. Or if you believe you lack confidence, you'll see the evidence that backs up your position. Being mindful and understanding your brains filter and increasing our deliberate elements in it, is time well invested.

Here's a little experiment. To maximise the impact, read and complete each step before reading on. **Step 1**; spend 15 seconds looking around your room. Just generally take things in. **Step 2**, ok, now repeat the exercise and see how many objects you see with red in them. Did you see 'red things' standing out? **Step 3**, Ok, now repeat a third time. Look for objects with circles in them. Did you start to see more circles than the previous observations? Whilst sitting at my desk I've just done it myself and saw lots of circles showing up. Here's a snap of three objects in my pen pot with various circles in them.



In case you think I'm suggesting you only need to think good things and then they happen, I'm not. Thinking simply isn't enough. You have to take action to get what you want. Having your filter set up to support what you want and perhaps more importantly not what you don't want, just means that you are more likely to recognise opportunities when they show up. As opposed to them being filtered out because they don't have value. In fact, it's a

double hit. Because if your filter is set with a negative bias, you will see the evidence to back-up the bias and then be more likely to take action with it. Sometimes this action might be negative self-talk which just reinforces your filters setting.

If you're like most people there's a fair chance you'll have things in your filter that have been there for years. If it's working for you great. If not, how about spending a little time to deliberately thinking about what you want (not what you don't want). Then see what your filter lets through to your conscious mind as a result.

Let me know what shows up for you.

**PS** On the third step of the experiment, did you notice that there was less red when you were looking for circles?

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'Leaders who don't listen will eventually be surrounded by those who have nothing to say'

Andy Stanley



### **Being Bettina's Dad – Bettina's approach to Decision Making.**

When interviewing candidates for Dosh [www.dosh.org](http://www.dosh.org) I am always willing them to respond with the perfect answers which will help them achieve maximum points.

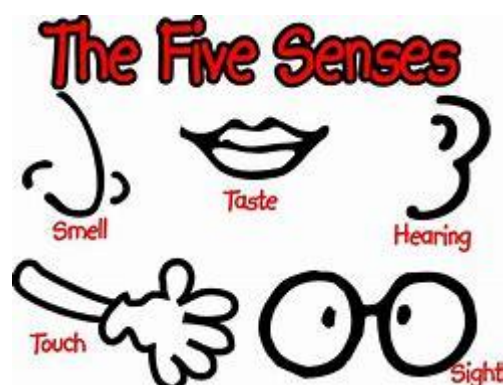
Sitting across from a candidate during a recent series of interviews, I asked the question “what is your approach to decision making?” - on paper it looks straight forward as we probably make more than 100 decisions a day without analysing our approach on how we make those decisions, so perhaps this is the reason some of our candidates get a stuck on a response.

As I ask the question, I wonder how I would respond if I was the candidate? My next thought is, I know someone who has a number of different strategies for making decisions and if ever I am asked this interview question and want to score the maximum points, I think I will ‘borrow’ Bettina’s approach.

Bettina lives at home with her family, and we spend lots of time with her every day, however, during this weekend I have given it extra thought, observing Bettina’s approach to decision making. Some of these strategies may not come as a surprise to you; although some may give you pause for thought.

### **Bettina’s ‘5’ Approaches to Decision Making:**

#### **1. Bettina uses her senses.**



I observe how Bettina uses her five senses:

- At the dinner table, especially if Joyce has created something we have not had before (this is not unusual as Joyce is an amazing cook and baker). All 5 senses are in play, including hearing: what are the others saying around the table about our meal?
- To multitask. Sitting on the sofa with Bettina watching YouTube videos together, I can see by the tilt of her head she is listening for movement from the kitchen, she can smell cooking, so Bettina knows soon we are both going to be called into the dining room. Before this happens though we continue watching YouTube videos as well as watching the TV in the background (is there a better option on view for Bettina?). At any moment Bettina will make her decision to stand up, remove her spectacles, and be ready to be first in the dining room. (I would get knocked over in the rush if I tried to compete!)

#### **2. Trust – in the people who are significant in her life to support you with a decision.**

We often need those people who are significant in our lives to help us make decisions. Bettina is no different; she places great importance in 'Trust' before she will allow you into her decision making process. Trust is something to be earned:

**Reliability.** Someone whom you can believe in and rely on

**Honesty** – By being honest, she becomes confident in you and your support.

**Responsibility** – You take your obligations to Bettina seriously – she is incredibly vulnerable so you can never let her down.

**Consistency** – As Joyce tells me, stick with the plan! If you say you are going somewhere with Bettina and you have communicated each stage of the plan with her, you must always stick to it

**Belief** – You demonstrate that you believe in Bettina - her hopes, dreams and expectations

<https://leadershipintheraw.org/2015/07/28/being-bettinas-dad-trust-is-a-gift-you-must-earn/>

### 3. Trusts her instinct

Bettina has always lived by her instincts which are also part of her survival mechanism living in a world that can be confusing, at times distressing, and often frustrating.

Bettina relies on her instinct to make quick, (sometimes) impulsive decision(s), respond to emergencies and perceived dangers based on:

- Experience
- Self-belief
- The right to make a mistake.



### 4. Procrastinates on Purpose

There are 'decisions' Bettina knows she needs to make but doesn't feel she needs to make them right now. Bettina refuses to be pressured by others.

Bettina will procrastinate on purpose when:

- She feels she does not have all the information or facts in front of her to make her decision.
- She doesn't feel the decision is important and/or urgent.
- Bettina has other priorities that she needs to work through first.
- It is possible the decision will no longer need to be made and the issue simply goes away.
- It is an opportunity to delegate e.g., if I can leave it long enough my dad will do it for me.
- Bettina 'shapes the ground' if the occasion demands it – and only when the ground is shaped to her satisfaction, will Bettina make the decision.

Without prior warning Bettina often makes the decision because the time is right for her.

"When I feel lost & can't make a decision, I just stop & get quiet. I take time out" Kim Cattrall

### **5. Commits to the decision.**

Whether Bettina makes an impulsive decision or whether she has taken her time, once she has made the decision, she commits to it totally and there is no going back.

Bettina brings concentration and relentless focus to her decision:

- Getting her game face on – a look that I recognise that says that mentally she is getting into her positive mind-set.
- I could almost hear her brain ticking as she makes her plan and what her priorities are going to be.
- Her body language (and her facial expression) is clear and open. She does not want to be disturbed until she has finished.
- She repeats a mantra to her herself. She does this often and I believe it helps her concentration and keeps her focused on the decision she has made.
- Bettina brings all her thoughts to bear on the activity, fixing her attention and efforts on the decision, not allowing anything to distract her until she has fulfilled her objective.

<https://leadershipintheraw.org/2016/11/10/being-bettinas-dad-bettinas-lessons-in-concentration-and-focus/>

Always go with the choice that scares you the most, because that's the one that is going to help you grow." Caroline Myss

### **Bettina's Five 'Quick Tips' for an approach to Decision Making**

- ✓ Don't be rushed into making a decision until you are ready.
- ✓ You can only make the best decision with the information in front of you – so don't second guess.

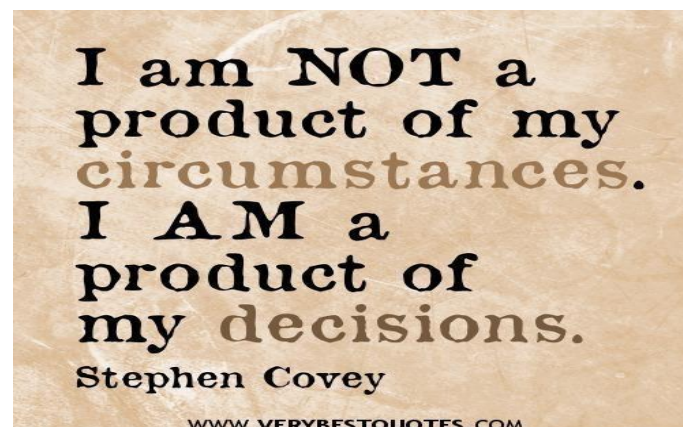


- ✓ Just because it is urgent for someone else, it doesn't necessarily mean it is urgent for you.
- ✓ Don't make their problem your problem.
- ✓ Have you made this decision before? Did it work out ok? Then do it again. No point in reinventing the wheel.
- ✓ Is the decision the best one not just for you but also for the people who are significant in your life?
- ✓ Once you have made the decision, commit to it.

### **Bettina decides for me.....**

Bettina takes a step back in front of me and examines both shirts I am holding up. "That one" Bettina is pointing to the shirt in my left hand. We are both in a 'Crew Clothing' shop in Southwold (Suffolk, UK) and I couldn't make up my mind which shirt to buy. I've always trusted Bettina's judgement!

There are times when it is ok to take a break from decision making, well that was my excuse. Thanks Bettina you made the right decision (for me!)



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

### **CONTAGIOUS SMILES**

I begin most of my lectures by asking the audience to break up into pairs. Then I say this:

"Over the course of your life, you will have excelled in part because of your impressive self-discipline. I want you to take all of the self-discipline you've been cultivating for the past couple of decades to do the following. For the next seven seconds no matter what our partner says or does, I want you to show absolutely no emotional reaction. Go completely blank."

I then ask the other person to simply look into his or her partner's eyes and smile. I have done this experiment hundreds of times in corporate settings across the world, with everyone from nervous newbies to cantankerous lifers. The result is always the same. Virtually no one can refrain from returning their partner's smile and most break into laughter almost immediately.



The mysterious force is the foundation of the ripple effect – the idea that your positive attitude and behaviour quickly ripple out, increasing the happiness of everyone around you, changing the way your colleagues work and eventually shaping your entire organisation.

Try this out for yourself. Spend a day smiling genuinely at every person you pass. Take note of their responses and watch the happiness factor spread throughout the room.

Source: Shawn Achor author of 'Before Happiness' from USA's Success Magazine

## **YOUR ROUTE TO THE TOP - GO FROM BUDDY TO BOSS**

**Face facts.** The sooner you accept that you're no longer 'one of the gang' the sooner you will flourish in your new role.

**Make a deal.** Create verbal contracts with ex-buddies early on. Set ground rules for working together and discuss likely problems. Cement your new dynamic by leading the conversation.

**Be fair.** According to psychologists, impartiality is a challenge for new managers. If a friend demands special treatments, ask yourself if you'd do the same for others. If not, say no. Firmly.

**Keep it in.** Disastrous meeting? Impossible targets? Feel like ranting at a friend? Tough. Emotional outburst erodes credibility and respect. Save the tears and tantrums for home.

**Fill the void.** Your new role will mean withdrawing from familiar behaviour. Combat uncertainty by recognising what you miss (brainstorms) and what it provided (a stimulating exchange of ideas), then find a substitute (a book club).

**Watch your ego.** Author Jim Collins found that the most successful companies have a humble CEO. Engage your new team by welcoming their views and publicly praising their contributions. Remember: you're the manager, not the messiah.

**Tame your talk.** There's a fine line between sharing information and compromising confidentiality. If chats become inappropriate, remind the group of your position. If it's you who has the loose tongue, stop talking and get out.

**Recapture confidence.** Plagued by self-doubt? Write down five things' people have praised you for in your new role and reread whenever you need a boost

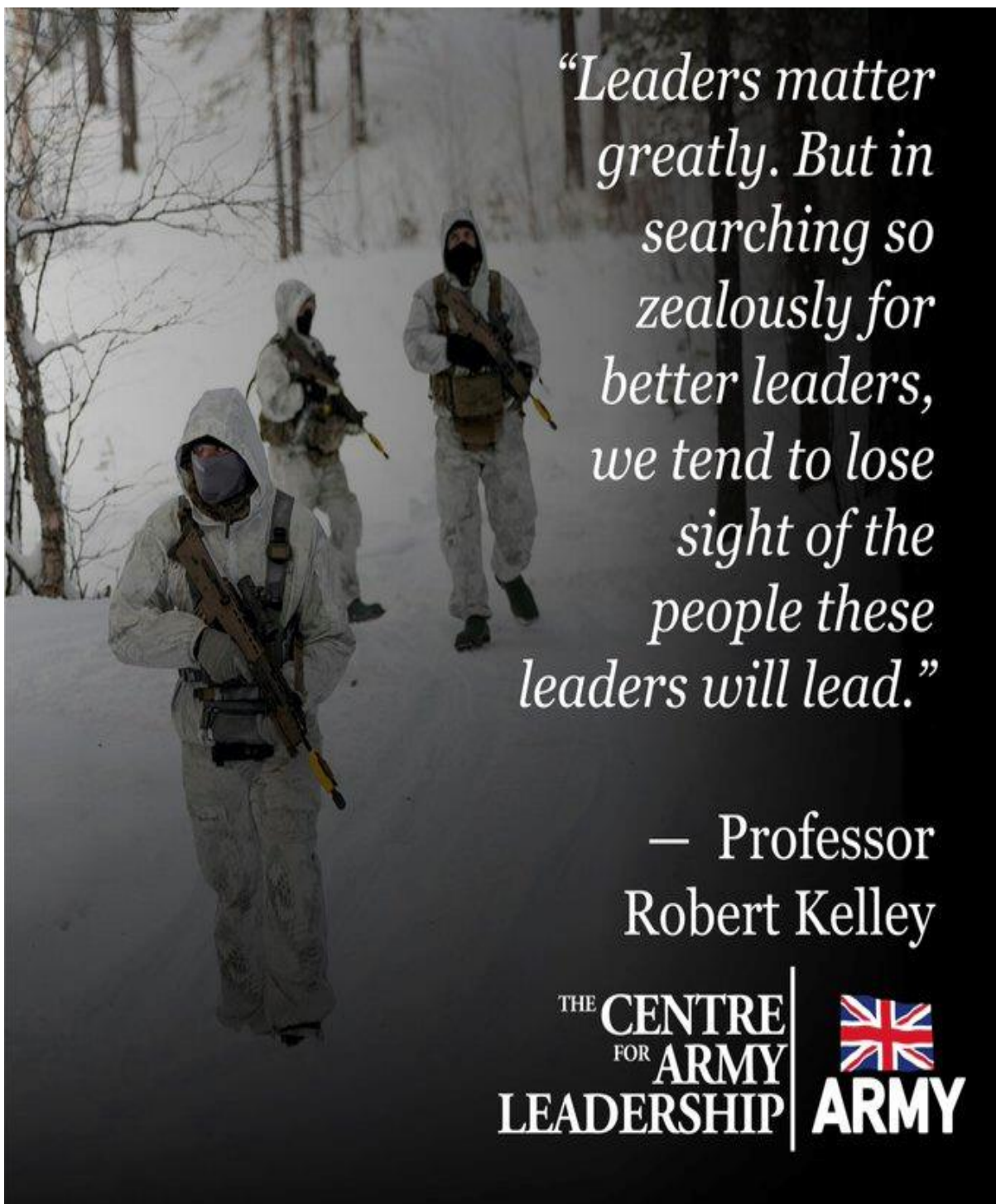
**Remember the bad times.** It's easy to look back with rose tinted lenses. List the frustrations of your old role, then what you love about the new one. Still miss the good old days?

Celebrate. You got this job because you deserve it.

Source: The Mind Gym

These mountains that you are carrying, you were only supposed to climb".

Najwa Zebian



*“Leaders matter greatly. But in searching so zealously for better leaders, we tend to lose sight of the people these leaders will lead.”*

— Professor  
Robert Kelley

THE CENTRE  
FOR ARMY  
LEADERSHIP



**ARMY**