

## LEADERSHIP – COACHING AND MENTORING PACK

September 2016

2006 – 2016

(10th Anniversary Year edition)

Welcome to this month's edition:

I hope you have had a good summer. I have included a couple of posts that I put together during my recent holiday. "To be someone must be a wonderful thing" about my youngest daughter Bettina who is definitely someone and 'My Happy Place' – what it is and why everyone should have one. As always the posts (and this leadership pack) only aim is to inspire you.

I have really enjoyed choosing three presentations from [www.ted.com](http://www.ted.com) Have you ever been troubled by Spam emails? If so there is a presentation included here just for you 'James Veitch – This is what happens when you reply to spam email' it has been viewed by eight million people! A good reason to give it a try?

During my career in the Army, I was always looking to improve my style of explaining things to people I was responsible for (I am still trying to improve). A tip from me - don't manage by assumption (I got caught out when I did) so don't assume a thing. The ILM piece has more tips on 'EXPLAINING THINGS' which I can recommend.

As soon as I complete and send my leadership pack out, my next job is to prepare for a presentation I have been invited to deliver tomorrow in Basildon, Essex, on Individual Budgets from a parent's perspective. Later in the week I am joining some of my colleagues from Thera [www.thera.co.uk](http://www.thera.co.uk) to deliver a mini workshop as part of the 'Safe and Secure' book launch in Loughborough. I would like to share with you 'Being Bettina's Dad: When love is not enough to keep you Safe and Secure'

<p>This month's quotes have been taken from my wife's @JoyceRaw1 and @livelikearaw twitter feeds – thanks Joyce. I am also on Twitter: @DoshLtd sharing leadership thoughts at 7am, 7 days a week. I welcome new followers!</p>
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Keep making a difference in people's lives and have a successful month.

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It's not about how good you are,

Its how Good

You want to be

## **BEING BETTINA'S DAD: TO BE SOMEONE MUST BE A WONDERFUL THING**

“To be someone must be a wonderful thing  
A famous footballer a rock singer  
Or a big film star, yes I think I would like that  
To be rich and have lots of fans  
Have lots of girls to prove that I'm a man  
And be No. 1, and liked by everyone”

(The Jam)

In 1978 I was in Northern Ireland, I was a frustrated Mod (I had the clothes, loved the music, especially the Jam, but no scooter!) The lyrics above are from one of my favourite songs from the Jam's 'All Mod Cons' album which I picked up in Belfast one Saturday morning.

To be someone must be a wonderful thing mirrored how I felt as a 22 year old. I still wasn't sure what I could achieve or what kind of man I would become. Would I get married? Would I have a family? Represent my unit at a sport? Would I make a dent in the world?

I am now 60 and I reckon I must leave it to others to decide if I am 'someone'. However, I did get married; have always represented my units at running; I do have a family and, at the very least, I do know someone who is 'Someone' and that is my amazing daughter Bettina.

I have just spent a whole week with Bettina in Whitby and being around her 24/7 inspired me to write this post because if anyone is “No 1 and liked by everyone” it is Bettina.

So what makes Bettina that extra bit special that prompts people to remark that she is 'Someone'?

(If you are new to my blog Bettina is my youngest daughter who copes with a learning disability, autism and epilepsy)

- She has charisma and people are drawn to her to the point they want to feel part of her life
- Bettina does things that matter to people – she makes a difference in a person's life
- Bettina gives her unconditional love to those she cares about without expecting anything in return
- Bettina quietly progresses in every aspect of her life and she never stops trying to surprise everyone
- Bettina does not have an 'agenda' to enhance her own position – there are no sides to Bettina (just like her equally amazing sister Jennifer)

So, in my opinion, these are Bettina's Top 5 Tips on how to be 'someone'

1. Live your life with integrity

2. Do stuff that matters
3. Live your life with courage
4. Be happy and laugh out loud as often as you can
5. Don't worry about being 'someone' as you are already amazing!!

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

"The world is changed by your example not by your opinion" Paulo Coelho

### **My Top 3 Picks from Ted.com**

After a trawl through Ted.com I have come up with these three presentations which I hope you will enjoy.

#### **1. Tom Hulme - What walkways teach us about design?**

[https://www.ted.com/talks/tom\\_hulme\\_what\\_walkways\\_teach\\_us\\_about\\_design](https://www.ted.com/talks/tom_hulme_what_walkways_teach_us_about_design)

How do you build a product people really want? Allow consumers to be a part of the process. "Empathy for what your customers want is probably the biggest leading indicator of business success," says designer Tom Hulme. In this short talk, Hulme lays out three insightful examples of the intersection of design and user experience, where people have developed their own desire paths out of necessity. Once you know how to spot them, you'll start noticing them everywhere.

#### **2. Judson Brewer - A simple way to break a bad habit**

[https://www.ted.com/talks/judson\\_brewer\\_a\\_simple\\_way\\_to\\_break\\_a\\_bad\\_habit](https://www.ted.com/talks/judson_brewer_a_simple_way_to_break_a_bad_habit)

Can we break bad habits by being more curious about them? Psychiatrist Judson Brewer studies the relationship between mindfulness and addiction — from smoking to overeating to all those other things we do even though we know they're bad for us. Learn more about the mechanism of habit development and discover a simple but profound tactic that might help you beat your next urge to smoke, snack or check a text while driving.

#### **3. James Veitch – This is what happens when you reply to spam email**

[https://www.ted.com/talks/james\\_veitch\\_this\\_is\\_what\\_happens\\_when\\_you\\_reply\\_to\\_spam\\_email](https://www.ted.com/talks/james_veitch_this_is_what_happens_when_you_reply_to_spam_email)

Suspicious emails: unclaimed insurance bonds, diamond-encrusted safe deposit boxes, close friends marooned in a foreign country. They pop up in our inboxes, and standard procedure is to delete on sight. But what happens when you reply? Follow along as writer and comedian James Veitch narrates a hilarious, weeks-long exchange with a spammer who offered to cut him in on a hot deal.

“Don’t let the behaviour of others destroy your inner peace” Dalai Lama

Your Yoghurt – Your Choice

Time to Eat: A Minute

Dear Steve

**Your Yoghurt – Your Choice**

At an event in EY I was asked about the single most important factor in whether people, teams and organisations are successful, or not.

I replied “Mindset”

Someone asked: “Do you mean culture?”

“Culture is yoghurt” I replied to much laughter in the room (well, one person actually)

And then a lady said: “But you use the word in one of your books”

I had no reply to that one, as I remembered the two paragraphs very well, how relevant they are today, and also that they are the first words I ever wrote for The Naked Leader book.

Recapture the Magic

Go into any new company, one that is just starting out. Witness the enthusiasm, energy and excitement as the founders discuss their dreams, shape their future and make their plans a positive reality. Feel the culture of a new project at its launch – a new team comes together for the first time, full of hope and expectation at the success ahead of them. Experience a company as it grows fast; see the ideas, instinct and imagination flow through everyone involved, like a collective heartbeat of inspiration. It is a healing process, providing an atmosphere of certainty in the destiny that is being shaped by constructive forces.

Go into any large company, one that has been established for a while. Introduce a management initiative, call it total quality anything, or continuous improvement, or worse still, business process reengineering, then stand back and watch. The blame starts slowly at first, and then grows, fast. It eats its way through an organisation, freezing new ideas, initiative and action in its wake. It is like a virus of negativity. War breaks out as everyone focuses on saving costs, avoiding failure, and rooting out anyone who dares to make a mistake. It is a harming process, providing an atmosphere of inevitability in the disaster that is being shaped by destructive forces.

Yoghurt, culture or people – the collective, living, breathing organism that is your organisation.

So take time out, look at your organisation and ask yourself; ‘Which of those two extremes is your organisation closer to?’ If it’s the first what are doing to keep it that way, if it’s the second what are we going to do to change it?

David Taylor author (Naked Leader series) broadcaster, presenter

"You don't stop laughing when you grow old; you grow old when you stop laughing"

George Bernard Shaw

### **MY HAPPY PLACE: DO YOU HAVE A HAPPY PLACE?**

As I descend the steps from the Saxonville Hotel, I cross into Ladysmith Avenue turning left into Argyle Road. The Met is on my left and the sea is straight in front of me. I am again in my 'Happy Place' I am in Whitby for our annual family holiday. I first started coming to this English North Eastern fishing port as a child and, for the last 13 years, we have been coming here as a family. As Joyce, my wife says this place "sings" to me.

Do you have a Happy Place you can retreat to? Why is it important to have one in these busy times when life seems and feels like it is going at 100 miles per hour.

Most days I wake up thinking that it is such a shame there are only 24 hours in the day as there is so much I want to cram in, so much to do and so much to achieve. I know I am lucky that I have these feelings but sometimes I really should put a brake on it and just take time to reflect on life. To be in the moment: <https://leadershipintheraw.org/2016/03/10/being-bettinas-dad-bettina-transforming-my-life-with-mindfulness/>

But I do have this happy place that I go to for a week each year and a place my mind retreats to when I close my eyes.

What makes Whitby a Happy Place (for me)?

1. A place that has a calming influence. People move at a slower pace, most people go there for enjoyment rather than work.
2. Somewhere that inspires me – you walk the same streets of Whitby that Lewis Carrol, Bram Stoker and Captain James Cook did
3. The sights and sounds that are calming – most mornings I go for a run along the promenade with only the seagulls and the crashing waves against the sea defences to keep me company
4. A place that never changes so that you have a spot that is always constant. There is little that has changed since my trips in the 1960s which is probably why much of the 1960s Police drama "Heartbeat" was filmed there
5. The Saxonville Hotel (our favourite hotel) <http://www.saxonville.co.uk/> is: welcoming, family run, traditional, the food is sublime and the hospitality by the staff is second to none.

Why do you need a Happy Place?

1. You need a place to go to recharge your batteries
2. It brings a balance in your life
3. It refreshes you both mentally and physically
4. It is always something to look forward to

5. When you are up against it, when things are going wrong, you know you have that place that will make you feel happy again

Footnote: So that is my happy place. Joyce (my wife) has just reminded me that her Happy Place and the place she likes to retreat to as often as possible is 'NEXT Home' [www.next.co.uk/Home](http://www.next.co.uk/Home)

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

"Fill your life with adventures, not things. Have stories to tell not stuff to show"  
[www.adventureinyour.com](http://www.adventureinyour.com)

### **Never worry what other people think about you, ever again**

Time to Read: 1.5 minutes

Dear Steve

How to never worry what other people think about you, ever again (while being extremely popular!)

Please forgive me, I am SO excited.

My new book 'How to be Successful, by Being Yourself' is coming out in a month's time, on September 22nd.

And, so you don't have to wait until then - an extract:

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'How to never worry what other people think about you, ever again (while being extremely popular!)

Give total and unconditional love to anyone and everyone that you ever meet, including and especially yourself.

1. Do not compare yourself to others.
2. Take total ownership of how you act, and react.

I believe you can always tell someone's character by how nice they are to people they don't have to be nice to. As well as how they treat themselves.

How to show love for others:

- Be nice to people you don't have to be nice to. That includes waiters, reception staff, strangers who speak with you and so on.
- Send only positive texts, emails and social media posts Reply to negative ones that you receive with positive responses.
- When someone you love, in your family or a friend is negative towards you remember this is not about you. It is about where they are and what they are feeling at this moment in time. Do not respond as you might normally do, defensively, as this will not achieve the outcome you want.

- When someone is speaking, listen. Really listen – without judgement. It is perhaps the biggest single compliment we can ever pay another person.
- Don't think about what others think of you – think about what you think of them, and think highly of them, anyway
- Smile

This whole approach can be summarised simply: Go out looking for friends and you will find very few. Go out and be a friend, and you will find many.'

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'How to be Successful, by Being Yourself' is published by Hodder and Stoughton on Thursday 22nd September 2016 (I recommend all David Taylor's books to you, Steve)

David Taylor

<p>"The true sign of intelligence is not knowledge but imagination" Albert Einstein</p>
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## **FAST TRACK TO**

### **EXPLAINING THINGS**

Sharing information is incredibly important in the workplace, whether that's telling your team about changes to their workload or teaching a new team member an important process. Getting your message across accurately needs clarity, simplicity and repetition.

#### **Find the right level**

Assess their level of knowledge and tailor your approach accordingly. Explaining how to scramble eggs to someone who has never seen an egg is a different matter to explaining it to a chef. Someone with deeper subject knowledge can be taught using industry language, but someone without that knowledge will need a more basic level.

#### **Make it relevant**

Show them how the issue relates to them and their job. Compare the new process or information to any similar knowledge and connect the new process or information to things they already know or do, putting the new information in context.

#### **Keep it simple**

Before getting into the minutiae, be clear about underlying concept. Start with the basics, for example what the process is for, who is involved, and why it is done.

#### **Make it manageable**

The best way to get information across is to break it down into small, manageable chunks. Divide the task into different pieces and go through each one separately. Check each 'chunk' of information has been understood, and then recap all of the chunks at the end of each larger section

## **See, hear and do**

People absorb information in three ways – visually, aurally and kinaesthetically (through the body). For the best response, use all three – show them how something is done, explain how to do it and get them to practice the task themselves.

## **Be clear**

Be as clear as possible in your descriptions and explanations. Try not to overuse pronouns like ‘it’ or ‘they’ – instead refer to things you explain directly, like ‘the database’ or ‘customer services,’ even if it sounds repetitive

## **Invite questions**

Encourage questions at every stage of the process. If you know there are areas that can cause confusion, take your time over them and ensure you explain with extra clarity

From the ILMs Edge Magazine

“A good leader takes care of those in their charge. A bad leader takes charge of those in their care”  
Simon Sinek

## **ASSESSING RISK**

To laugh is to risk appearing the fool

To reach out to another is to risk involvement

To place your ideas, your dreams 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, grow, live

Chained by his certitudes, he is a slave

Only a person who risks is free

## **TAKE A RISK**

“The secret to success is to be ready when opportunity comes” Benjamin Disraeli

## **FAILING TO SUCCEED**

Success may instil confidence

But failure imparts wisdom

Want to become a top-notch leader? Gary Burniston author of No Fear of Failure and CEO of Korn/Ferry International offers a few tips:

- Humbly savour success
- View failure as temporary
- Stay focused on what matters most
- Remain true to your core values

Mastering the skill of dealing with problems without making them your primary focus will empower you to move past failure and into your own version of extraordinary success. Says Burniston, “Leaders possess an inner serenity that keeps them cantered in who they are and what matters most, which enables them to guide and motivate others even in the worst of times.

Source: US Success Magazine

“In any given moment we have two options: To step forward into growth or to step back into safety”

Abraham Maslow

### **BELIEF SYSTEMS**

A traveller was walking from one village to the next, when he came across an old man by the side of the road. He asked the old man “What is it like in the next village?” The old man promised to tell him once the traveller had told him what it was like in the village he had just left. The traveller explained “Terrible. I am glad to have left; the people were cold and unwelcoming”. The old man explained the next village was much the same. The traveller, feeling disappointed, went on his way.

A few weeks later another traveller, walking the same way, came across the old man, “What is it like in the next village?” he asked. The old man promised to tell him once the traveller had told him what it was like in the village he had just left. The traveller explained “Wonderful, I am sorry to have left; the people were so warm and friendly”. The old man explained the next village was much the same. The traveller, feeling excited, hurried on his way.

**life is what your thoughts make it**

Source: Marcu Aurelius

“Wit ought to be a glorious treat like caviar. Never spread it about like marmalade” Noel Coward

### **Being Bettina’s Dad: When love is not enough to keep you Safe and Secure**

Dozing on the settee after a hard day’s work my pager started to beep. I woke up and phoned my transport department. They had the call that Joyce was going into labour and they were sending a vehicle round to our flat to rush me to Berlin Military Hospital (BMH). We were 10 months into a two year tour of occupied Berlin and it was still a couple of years before the ‘Wall’ was to come down.

Within a couple of hours our beautiful daughter Bettina had come into our lives. It would be another 18 months before she was diagnosed with severe autism and a learning disability, but that didn't matter to us (and still doesn't) she is our beautiful daughter and love is enough.

Bettina is adored and surrounded by love and not only by her family. Her mum was (and still is!) super strong and I was super fit, so thinking what would happen when she became a woman and what could happen when we were no longer there for her was so far ahead it didn't cross our minds. Fighting for speech therapy for Bettina, now that was a challenge and a completely different story for another time.

A couple of years after leaving the Army I had started a new career supporting people with learning disabilities and I was a Registered Manager for a Care Home. I worked with an older father of a daughter who was a mature woman with learning disabilities and was helping her manoeuvre through her life. He said he wouldn't be around forever and he needed to make sure she was safe and secure. It made me think, for the first time, and I felt mortal, and I worried about Bettina's future, realising I was only living in the now or at least in the next 6 months to a year for her. Joyce though, as always, was ahead of me and this had always been on her mind. We started to discuss and we started to plan because now we realised that love would not always be enough.

Fitzroy, a charity which supports people with learning disabilities, has recently published their research findings the highlight of which was that parents hope their sons or daughters die before they do because of their worry when they are no longer around to care for them. When I heard this on BBC Breakfast show I understood. I had heard this from other parents in a similar situation, but I also thought it doesn't have to be that way.

What did we do?

- Joyce and I talked at length to each other about this
- We did our research to find out what resources were available to us as a family
- We started pulling together those around Bettina who loved her and wanted to be part of her life. We called this her "circle of support" - it was really her network
- We decided that traditional 'reviews' when it came to planning Bettina's future was a waste of time. We wanted to do something which meant that Bettina would take centre stage and lead. We wanted a person centred planning meeting. As there was no one to facilitate it from Social Services at the time as Bettina was in the transitional phase of the 16-19 age groups where services dip, I got off my backside and facilitated it
- Bettina's big sister, Jennifer, was our artist drawing and recording what Bettina and her Circle was telling us and we ended up with a PATH to her Vision to which everyone was signed up.
- Joyce, the 'Leader of our Gang' then put it all into a Support Plan (if you want the template let me know as I reckon this is the best ever plan!)
- From the Support Plan came the Individual Budget and Bettina is now living the dream

Becoming a parent to a person with learning disabilities is unique. It changed our lives – and mostly for the better!

As parents of Bettina it has, and continues to be, a pleasure. She has taught us so much about life, even though it has not been without its challenges.

Bettina's support has taken us through five stages:

Stage 1            coming to terms with a daughter with learning disabilities and finding ways and support to help her cope

Stage2            Finding the right education

Stage 3            Supporting her through her transition from school to adulthood

Stage 4            Connecting her to a wider community that is not just her family

Stage 5            To have a great life now and after we are gone

If you are a parent, or you know parents who might be feeling that what is ahead is insurmountable, I want to share with you a new resource (that I take with me where ever I go) a free book full of information, knowledge, tips and templates that will help. The new 'Safe and Secure' book has come at just the right time for many families. It includes everything parents could wish for, especially those coming up to Stage 5. We feel it will be a useful reference book and we will most certainly be dipping into this!

For more information on this free book please check out this link: <http://www.thera.co.uk/safe-and-secure> it also includes a short video about the book too.

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