

## LEADERSHIP – COACHING AND MENTORING PACK

February 2019

(Established 2006)

Welcome to this month's edition.

From Damian Piper, our Performance coach and consultant: **Time for high-quality questions?** "Being able to ask high-quality questions of ourselves and others is a skill worth developing" The first article in this month's edition and also the first post I always look forward to reading.

My latest blog post '**DO WHAT IS IMPORTANT AND LET THE REST GO**' Two stories in one post which could not be more different? Bettina and my approach might be different but the key things we worked out are what were important to us and we let the rest go.

Joyce and I are thrilled to see that someone we have long admired has been awarded an OBE in the New Years Honours list. Gary Smith is the Head Teacher of Market Field School in Elmstead Market. A richly deserved honour for someone we hold in the highest esteem and for whom we have the greatest respect. A few years ago I wrote this: 'A Role Model for VISION'. The Company I work for [www.dosh.org](http://www.dosh.org) are looking forward to delivering Money Awareness Training for their students and families later this month.

Each month I trawl through presentations on Ted.com for inspiring, moving and thought provoking presentations so you don't have to. This also helps me with my professional development. One of the presentations I particularly enjoyed and I have been promoting on twitter is this one: [https://www.ted.com/talks/kathryn\\_schulz\\_on\\_being\\_wrong](https://www.ted.com/talks/kathryn_schulz_on_being_wrong) Most of us will do anything to avoid being wrong, but what if we're wrong about that? "Wrongologist" Kathryn Schulz makes a compelling case for not just admitting but embracing our fallibility.

There are many more articles, tips and links in this leadership pack, and I hope you enjoy this month's copy as much I have enjoyed putting it together.

This month's quotes have been taken from my wife's @JoyceRaw1 and @livelikearaw twitter feeds – thanks Joyce. I am also live on Twitter: @DoshLtd sharing leadership thoughts at 7am, 7 days a week. We welcome new followers!

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

It's not about how good you are,

It's how Good You want to be



### **Time for high-quality questions?**

Often people are looking for answers. The lack of answers can drive frustration. The irony is that the frustration can drive you further away from the answers you seek. Eventually, you find yourself in a position where you shift from answers to questions. The higher the quality of the question the more insightful and potentially game-changing the answer can be. You could think of answers being reactive (in response) and the questions being proactive (requiring a response). So how do you go about generating higher quality questions? Here are three ideas:

#### **1. Give yourself a bigger picture context**

Often when we struggle to find the answer to a challenge it's because we are thinking about things from our current constraints. If we are able to suspend that thought pattern and give ourselves a bigger picture context we start to see some different questions emerge. For example, if needing to tackle something significant and awkward with a teenage son or daughter, asking ourselves the question "how would I like them to describe this conversation when they're 25?" starts to put you in a different frame of mind. Chances are you'll be more thoughtful about the approach you take rather than rushing in with a potentially clumsy yet well-meaning 'advice' session.

#### **2. Think about a situation through from another perspective**

Changing perspective can help bring different answers to the fore. For example, when thinking about communicating changes with your team, rather than just thinking about the message you want to convey from your point of view, how about thinking about it from the perspective of how an individual would explain what you talked about over dinner with their partner or a friend. The answers are likely to improve the clarity of your message, better context of why you are communicating and making whatever you say more memorable.

### 3. **Understanding what you may lose or gain**

When struggling to get answers drawing a line down the middle of a page and writing two columns of what you stand to gain and lose as a result of a particular action can help. Some people look to do this in their head. And in some situations, this does work. However, writing it out helps you to better consider the many variables. For example, looking for the answer of whether to exercise in the morning when it's cold and dark. The results in the gain and lose columns would provide you with a robust set of information with which to make a judgement call on.

Being able to ask high-quality questions of ourselves and others is a skill worth developing and putting into practice. Thinking about the questions before you need them can be advantageous too. As a result, you are likely to find those elusive answers come to the fore more easily. I'm always interested to hear about examples of high-quality questions. What have you used that you could share?

Until next time I wish you well.

Damian Piper

Performance coach and consultant

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

Stay connected with my latest Blog posts:

<http://effectivechallenge.com/stay-connected-with-latest-thinking/>

PEACE – it does not mean to be in a place where there is no noise, trouble or hard work. It means to be in the midst of those things and still be calm in your heart.

#### **DO WHAT IS IMPORTANT AND LET THE REST GO**

There is a certain point in the morning that if I walk down to the book shop, I will pass the security check point as people starting work a little later than me at 'Supreme Headquarters Allied Powers Europe' (SHAPE) have to show their ID cards to the international military policemen. I am hoping to catch the eye of a certain lady and, if I get my timing just right, she will smile back at me. One smile from her will light up the rest of my day. This is more important than the work I am currently working on and for a few moments I let the rest go.

Bettina, my youngest daughter who copes with a learning disability and autism, volunteers at a garden centre two days a week. She is incredibly proud of the work she does and the uniform she wears. Bettina is a valued addition to the team as she has a strong work ethic and is a pleasure to be around. Bettina does what is important to her and lets the rest go. Today, though, she has found a snail and that changes everything. Bettina is always supported by her P.A. and usually fields any approaches to Bettina by customers who have assumed, as she is wearing a uniform and badge, they can ask her for help. This day, the P.A. had moved about ten feet away from Bettina to pick up some equipment and this is when the customer moves in for help. Bettina is mesmerised by her snail and holds it in her hands to examine it carefully, even venturing a short conversation with the snail, but making it appear as if she is paying attention to the customer. Their conversations overlap, with the

customer assuming she has been understood but getting nowhere with her request except to be told “oh come on!” within minutes the P.A. returns to be met with the puzzled customer who doesn’t know whether Bettina wants her go with her to find what she’s looking for, or if she’s made a ridiculous request! The P.A. explains as briefly as possible that Bettina a) cannot cooperate with lengthy conversations and b) she has found a snail and therefore very little work is likely to be done that day!

Two stories which could not be more different? Bettina and my approach might be different but the key things we worked out are what were important to us and we let the rest go.

I have always been fascinated by how Bettina prioritises what is important to her and how she lets the rest go because sometimes I get the ‘importance’ and the ‘rest’ mixed up (other than those mornings towards the end of 1983 of course).

**Spending time every day with Bettina I have found 5 things that I think form her importance criteria:**

1. Things that must be done now (urgent).
2. Things that matter to her personally and those things that fascinate her.
3. What sparks her curiosity – snails are obviously one of those things
4. What will make a difference to her and those around her?
5. Being polite and showing gratitude. It is very important to Bettina when she is complimented on her good manners.

**And between me and Bettina, this is what we think the ‘rest’ of the stuff is. Things you can put aside for another time in the day or even tomorrow:**

- Would this be important to me in 6 months’ time?
- Things that we have no control over
- Things that others might be better at doing than us.
- Spending time worrying about work and life balance when we could be getting on with our life.
- People who are rude or do not show any respect or demonstrate courtesy. Bettina ignores these people and moves away from them.

**And 1 Top Tip from Bettina and me:**

- Do everything with intent. If you endeavour to do something, this indicates intent

“If you observe a really happy man you will find him building a boat, writing a symphony, educating his son, growing double dahlias in his garden or looking for dinosaur eggs in the Gobi desert.

He will not be searching for happiness as if it were a collar button that has rolled under a radiator”

(How To Be happy Though Human by Walter Beran Wolfe)

I was recently in Waterstones and came across a book “The World at the Brink 1983” by Taylor Downing. It seemed strange to look at the book sleeve endorsement from BBC History, referring to something that was my job and life for a year. Until the end of the exercise, this took priority and anything else, had to be put to one side (relationships and social life). But, come the 11 November 1983, it was over and I was now going to do something I felt was very important to me, and for a while I was going to let everything else go. So I must make my way to the book store and if I get my timing just right again, I might even catch the same bus as her this evening to Mons where we both lived, in different parts of the town.

Footnote: Three months later I received an invite to a party from Joyce to her friend’s party (I still have the invitation!) and this year we will celebrate our 35th wedding anniversary.

“Stop worrying about your identity and concern yourself with the people you care about, ideas that matter to you, beliefs you can stand by, tickets you can run on” Zadie Smith



Bettina and her snails

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

You can't control how other people receive your energy. Anything you do or say gets filtered through the lens of whatever they are going through at the moment, which is not about you. Just keep doing your thing with as much integrity and love as possible. Nanea Hoffman

## **A Role Model for VISION**

Listening to my latest 'Success' Management CD on my way home from work, the publishers letter to his listeners was about Mentors and Role Models in your life and why they are important to your success. I had just over two hours of drive time to both listen and reflect on my Mentors and Role Models who have helped and supported me in both my careers. I have Mentors for a number of areas of my work; Role Models can cover both my work and my personal life, from being a parent to being a Managing Director and a Leader. I consider myself to be very fortunate in having some incredibly talented people around me.

Once I made it home and started my weekend, I picked up the local Essex County Standard (newspaper) and on page 5, I read the banner headline 'It feels as though we've finally come home – head' 'School moves into 'awesome' £7m home after fundraising drive. This was about Market Field School in Elmstead Market (near to Colchester) a school my daughter Bettina went to from the age of 5 to 16 years old. This article is about how someone's vision finally became a reality. **This is a blog post about 'Vision' and my role model for Vision is Gary Smith, Market Field's Head Teacher.**

For as long as I have known Gary (since the early 1990s) both as a parent and as a parent school governor for four years, it has been his dream to build a new purpose-built school for his pupils. "The investment is a validation of the work the school does with students who have moderate learning disabilities and autism. Market Field School is rated as outstanding, but the old school was not fit for purpose. It was originally built for 60 students but its reputation and popularity lead to nearly 200 students being taught there." (Essex County Standard)

What have I learnt about Vision from Gary and how I see Vision as an important part of my leadership endeavours?

### **Leadership and Vision:**

- It is not enough to talk about having a vision unless there is evidence that you have one, otherwise they are just words on a paper. When you have a vision then get to work on it straight away
- It is about where you want to be. So write a compelling Vision Statement that sets out your vision. Paint a picture of what can be.
- Make your vision so big and exciting that it captures everyone's imagination
- Your vision is not about you! Your vision needs to make a difference in other people's lives.
- Tell people about your vision, share your vision – make it their vision too so that you have buy in. You will not achieve this vision unless those around you feel they have a stake in it.
- Without vision you are just managing. So it is a question I ask of aspiring leaders and managers - what is your Vision for the people you support and your organisation?
- Never take your eyes off your vision – you need a relentless focus; however be patient as it takes as long as it takes

- You can't fake it until you make it – you need to be committed and passionate about the vision. By being an authentic leader you will gain the trust of your colleagues for your vision

**Once you have a Vision then:**

- Don't forget the day job. Market Field School's mission is to be a 'Centre of Excellence' for supporting students with mild learning disabilities and autism. This is a mission that Gary and his team work to accomplish every day for their students.
- Recognise there will be highs and lows – obstacles and setbacks. "I don't believe I have done anything other than be bloody minded. No was never a word in my comprehension" - Gary Smith
- Take every opportunity to remind people about the vision – shout it from the roof tops!!
- Create a momentum around your Vision. Your energy will make the difference.

I recently came across a YouTube video from Market Field. In the video Gary talks about the school moving to new premises and reflects on his memories before the current building is closed. We were overjoyed as a family to hear that one of those memories was of Bettina and what that memory meant to him. Bettina left the school 12 years ago! The memory had significance and what she had done had made an impact. Here is the link:

[https://www.youtube.com/watch?v=gB71K1XLI\\_w](https://www.youtube.com/watch?v=gB71K1XLI_w)

For more about this inspiring school I personally recommend you check out their website:

<http://www.marketfieldschool.co.uk/>

And for visionary films of the school move check out:

<http://www.marketfieldschool.co.uk/film-archive>

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

Fear does not prevent death. It prevents life. Buddhist Teaching
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**MY TOP PICKS FROM: ted.com**

Each month I trawl through presentations on Ted.com for inspiring, moving and thought provoking presentations so you don't have to. Here are my recommendations this month just for you:

[https://www.ted.com/talks/frances\\_frei\\_how\\_to\\_build\\_and\\_rebuild\\_trust](https://www.ted.com/talks/frances_frei_how_to_build_and_rebuild_trust)

Trust is the foundation for everything we do. But what do we do when it's broken? In an eye-opening talk, Harvard Business School professor Frances Frei gives a crash course in trust: how to build it, maintain it and rebuild it -- something she worked on during a recent stint at Uber. "If we can learn to trust one another more, we can have unprecedented human progress," Frei says.

[https://www.ted.com/talks/patty\\_mccord\\_8\\_lessons\\_on\\_building\\_a\\_company\\_people\\_enjoy\\_working\\_for](https://www.ted.com/talks/patty_mccord_8_lessons_on_building_a_company_people_enjoy_working_for)

Most companies operate on a set of policies: mandated vacation days, travel guidelines, standard work hours, and annual goals. But what happens when a company looks less to control and more to trust? Patty McCord, the iconic former chief talent officer at Netflix, shares the key insights that led her to toss the handbook out the window.

[https://www.ted.com/talks/michael\\_c\\_bush\\_this\\_is\\_what\\_makes\\_employees\\_happy\\_at\\_work](https://www.ted.com/talks/michael_c_bush_this_is_what_makes_employees_happy_at_work)

There are three billion working people on this planet, and only 40 percent of them report being happy at work. Michael C. Bush shares his insights into what makes workers unhappy -- and how companies can benefit their bottom lines by fostering satisfaction

[https://www.ted.com/talks/kathryn\\_schulz\\_on\\_being\\_wrong](https://www.ted.com/talks/kathryn_schulz_on_being_wrong)

Most of us will do anything to avoid being wrong. But what if we're wrong about that? "Wrongologist" Kathryn Schulz makes a compelling case for not just admitting but embracing our fallibility.

<https://ideas.ted.com/how-to-deliver-an-authentic-apology/>

A simple framework for delivering a short, sincere "I'm sorry," from criminal defence attorney Jahan Kalantar.

Quick survey: What's the worst part of apologising?

- A) Working up the courage to admit we were wrong.
- B) Standing in front of the other person and saying that we're sorry.
- C) Waiting for a reaction from the other person after we've spoken.

You're on your own with the first and third parts, but Jahan Kalantar, a criminal defence attorney in Sydney, Australia, is here to assist with the second.

In his profession, apologies matter a great deal. "I'm talking about the difference between going to jail and going home, the difference between seeing your children twice a year or twice a week," says Kalantar.

But even when there's a lot at stake, and even when you feel genuine remorse, you may still find it hard to apologise, searching for the perfect words that, as Kalantar puts it "communicate vulnerability and gratitude."

He suggests a simple "why-because-and" framework.

Start by looking the other person in the eye.

Say why you're sorry.

For example: “I’m sorry I couldn’t make it to your housewarming party ...” or “I’m sorry I handed in my proposal one day late ...”

Explain the because behind your remorse.

For example: “... because I know you were so excited to show me your home ...” or “... because I know you need those numbers to figure out the budget ...”

Finish with an and.

For example: “... and when you have another party, I’ll be there.” or “... and I’ll send you the report tomorrow and I’ll be sure to meet all future deadlines.”

Kalantar’s method identifies what went wrong, acknowledges fault, and then points towards a solution. In cases such as a silver-wedding anniversary dinner, there is no obvious and to offer, but you can say something like “... and I’d love to celebrate with you and Mary in the future.”

Through your words and tone of voice, you should make it clear that you’ve thought about your actions and you’re truly sorry. “The next time you make a mistake ... don’t be afraid to be vulnerable and authentic, because the power of any message is how honest of a place it starts its journey,” says Kalantar.

I cannot teach anybody everything. I can only make them think. Socrates
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### **A Good Life Contains These 6 Essentials**

By Jim Rohn | Jan 31, 2019 <https://www.jimrohn.com/good-life-essentials/>

The ultimate expression of life is not a pay check. The ultimate expression of life is not a Mercedes. The ultimate expression of life is not a million dollars or a bank account or a home. The ultimate expression of life is living a good life.

Here’s what we must ask constantly, “What, for me, would be a good life?” And you have to keep going over and over the list—a list including areas such as spirituality, economics, health, relationships and recreation.

So, what would constitute a good life? Jim Rohn has a short list:

#### **1. Productivity.**

You won’t be happy if you don’t produce. The game of life is not rest. Yes, we must rest, but only long enough to gather strength to get back to productivity.

What’s the reason for the seasons and the seeds, the soil and the sunshine, the rain and the miracle of life? It’s to see what you can do with it—to try your hand to see what you can do.

#### **2. Good friends.**

Friendship is probably the greatest support system in the world, so don’t deny yourself the time to develop it. Nothing can match it. It’s extraordinary in its benefit.

Friends are those wonderful people who know all about you and still like you. I lost one of my dearest friends when he was 53—heart attack. As one of my very special friends, I used to say that if I was stuck in a foreign jail somewhere accused unduly, and, if they would allow me one phone call, I would call David. Why? He would come and get me. That's a real friend—somebody who would come and get you.

And we've all got casual friends, friends who, if you called them, they would say, "Hey, if you get back, call me and we'll have a party."

You've got to have both real friends and casual friends.

### **3. Your culture.**

Language, music, ceremonies, traditions, dress. All of that is so vitally important that you must keep it alive. The uniqueness of all of us, when blended together, brings vitality, energy, power, influence, and rightness to the world.

### **4. Spirituality.**

It helps to form the foundation of the family that builds the nation. And make sure you study, practice and teach—don't be careless about the spiritual part of your nature because it's what makes us who we are, different from dogs, cats, birds and mice.

### **5. Don't miss anything.**

My parents taught me not to miss anything, not the game, the performance, the movie, the dance. Just before my father died at 93, if you were to call him at 10:30 or 11 at night, he wouldn't be home. He was at the rodeo, he was watching the kids play softball, he was listening to the concert, he was at church—he was somewhere every night.

Go to everything you possibly can. Buy a ticket to everything you possibly can. Go see everything and experience all you possibly can.

Live a vital life. If you live well, you will earn well. If you live well, it will show in your face; it will show in the texture of your voice. There will be something unique and magical about you if you live well. It will infuse not only your personal life but also your business life. And it will give you a vitality nothing else can give.

### **6. Your family and the inner circle.**

Invest in them, and they'll invest in you. Inspire them, and they'll inspire you. Take care of the details with your inner circle.

When my father was still alive, I used to call him when I travelled. He'd have breakfast most every morning with the farmers at a little place called The Decoy Inn out in the country where we lived in Southwest Idaho.

When I was in Israel, I'd have to get up in the middle of the night, but I'd call Papa. I'd say, "Papa, I'm in Israel." He'd say, "Israel! Son, how are things in Israel?" He'd talk real loud so everybody could hear. I'd say, "Papa, last night they gave me a reception on the rooftop underneath the stars

overlooking the Mediterranean.” He’d say, “Son, a reception on the rooftop underneath the stars overlooking the Mediterranean?” Now everybody knew the story. And giving my father that special day only took five or 10 minutes.

If a father walks out of the house and he can still feel his daughter’s kiss on his face all day, he’s a powerful man. If a husband walks out of the house and he can still feel the imprint of his wife’s arms around his body, he’s invincible all day. It’s the special stuff with your inner circle that makes you strong and powerful and influential. So don’t miss that opportunity.

The prophet said, “There are many virtues and values, but here’s the greatest: one person caring for another.” There is no greater value than love.

So make sure in your busy day to remember the true purpose and the reasons you do what you do. May you truly live the kind of life that will bring the fruit and rewards that you desire.

Fear does not prevent death. It prevents life. Buddhist Teaching
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## **Napoleon Hill’s 17 Principles of Personal Achievement**

### **Lesson 1: Definiteness of Purpose**

Definiteness of purpose is the starting point of all achievement. Without a purpose and a plan, people drift aimlessly through life.

### **Lesson 2: Mastermind Alliance**

The Mastermind principle consists of an alliance of two or more minds working in perfect harmony for the attainment of a common definite objective. Success does not come without the cooperation of others.

### **Lesson 3: Applied Faith**

Faith is a state of mind through which your aims, desires, plans and purposes may be translated into their physical or financial equivalent.

### **Lesson 4: Going the Extra Mile**

When you go the extra mile, the Law of Compensation comes into play.

Going the extra mile is the action of rendering more and better service than that for which you are presently paid. When you go the extra mile, the Law of Compensation comes into play.

### **Lesson 5: Pleasing Personality**

Personality is the sum total of one’s mental, spiritual and physical traits and habits that distinguish one from all others. It is the factor that determines whether one is liked or disliked by others.

### **Lesson 6: Personal Initiative**

Personal initiative is the power that inspires the completion of that which one begins. It is the power that starts all action. No person is free until he learns to do his own thinking and gains the courage to act on his own.

### **Lesson 7: Positive Mental Attitude**

Positive mental attitude is the right mental attitude in all circumstances. Success attracts more success while failure attracts more failure.

### **Lesson 8: Enthusiasm**

Enthusiasm is faith in action. It is the intense emotion known as burning desire. It comes from within, although it radiates outwardly in the expression of one's voice and countenance.

### **Lesson 9: Self-Discipline**

If you do not control your thoughts, you cannot control your needs.

Self-discipline begins with the mastery of thought. If you do not control your thoughts, you cannot control your needs. Self-discipline calls for a balancing of the emotions of your heart with the reasoning faculty of your head.

### **Lesson 10: Accurate Thinking**

The power of thought is the most dangerous or the most beneficial power available to man, depending on how it is used.

### **Lesson 11: Controlled Attention**

Controlled attention leads to mastery in any type of human endeavour, because it enables one to focus the powers of his mind upon the attainment of a definite objective and to keep it so directed at will.

### **Lesson 12: Teamwork**

Teamwork is harmonious cooperation that is willing, voluntary and free. Whenever the spirit of teamwork is the dominating influence in business or industry, success is inevitable. Harmonious cooperation is a priceless asset that you can acquire in proportion to your giving.

### **Lesson 13: Adversity & Defeat**

Many so-called failures represent only a temporary defeat that may prove to be a blessing in disguise.

Individual success usually is in exact proportion of the scope of the defeat the individual has experienced and mastered. Many so-called failures represent only a temporary defeat that may prove to be a blessing in disguise.

#### **Lesson 14: Creative Vision**

Creative vision is developed by the free and fearless use of one's imagination. It is not a miraculous quality with which one is gifted or is not gifted at birth.

#### **Lesson 15: Health**

Sound health begins with a sound health consciousness, just as financial success begins with a prosperity consciousness.

#### **Lesson 16: Budgeting Time & Money**

Time and money are precious resources, and few people striving for success ever believes they possess either one in excess.

#### **Lesson 17: Habits**

Developing and establishing positive habits leads to peace of mind, health and financial security. You are where you are because of your established habits and thoughts and deeds.

Source: <https://www.success.com/napoleon-hills-17-principles-of-personal-achievement/?mpweb=574-7567328-742481119>

He or she who knows that enough is enough will always have enough. Lao Tzu

#### **SHACKLETON'S WAY OF GETTING THE GROUP THROUGH A CRISIS**

**When crisis strikes, immediately address you team.** Take charge of the situation, offer a plan of action, ask for support and show absolute confidence in a positive outcome.

**Get rid of unnecessary middle layers of authority.** Direct leadership is more efficient in emergency situations.

**Plan several options in details.** Get a grasp of the possible consequences of each, always keeping your eye on the big picture.

**Give your team an occasional reality check** to keep them on course. After time, people will start to treat a crisis situation as business as usual and lose their focus.

**Keep your malcontents close to you.** Resist your instinct to avoid them and instead try to win them over and gain their support.

**Defuse tension.** In high-stress situations use humour to put people at ease, and keep your staff busy.

**Let go of the past.** Don't waste time or energy regretting past mistakes or fretting over what you can't change.

**Ask for advice and information** from a variety of sources, but ultimately make decisions based on your own best judgment.

**Let all the people involved in the crisis participate in the solution**, even if that means doling out some work that is less than vital.

**Be patient.** Sometimes the best course of action is to do nothing but watch and wait.

**Give your team plenty of time** to get used to the idea of an unpopular decision.

'Shackleton's Way' Margot Morell and Stephanie Capparell

You know a Brit's really mad when they beg your pardon, then suggest something may have escaped your attention, before apologising for being close to losing their patience. Upon reaching boiling point, there's a chance they'll issue the killer blow of offering you their regards.  
@VeryBritishProblems

TEN WAYS TO.....

**MAXIMISE YOUR IMPACT**

1. Know your goals
2. Trust your strengths
3. Fine-tune your talent radar
4. Build a special culture
5. Network
6. Work the web like a pro
7. Market shrewdly
8. Reward success
9. Dare to be different.....
10. ....but be realistic      Source: Management Today

Don't worry about getting old. Worry about thinking old

**Do you want good managers, or inspirational leaders?**

If you want truly sensational leaders then focus on the practical and ditch the theoretical hot air, says Steve Miller. Is it really essential that they understand theories to the 'enth degree', he asks? Instead, he suggests five key areas for leadership development.

You don't have to look far through our national business press to be constantly reminded of the view that the UK lacks the leadership talent to drive organisational success.

My own opinion is that this is quite right, because anyone with commercial nous will appreciate that leaders drive employee behaviour, which in turn determines consumer behaviour, and ultimately the bottom line.

A survey of 500 HR professionals from around the world by The Ken Blanchard Companies found that 58% of respondents regarded developing potential leaders as their toughest challenge. However, there is some comfort in that in the UK only 39% of those surveyed for the annual Business Issues Survey said this was a problem. At 'just' 39% I would say that is still a scarily significant proportion and we should be concerned.

"For too long now we have developed leaders with a mind-set and skills to manage performance but have ignored - at our collective cost - behaviour change training to support leaders to move from average to sensational." In other words we are not training our managers to be truly inspirational leaders.

I don't feel in my gut that this is the only problem because far too many leadership development programmes steer the focus down the theoretical route. Is it really essential that modern day business leaders understand to 'enth degree' a sack full of motivation theories? I think not. Development is about developing the practical and behavioural competencies that business leaders need in the business world rather than soaking them in theoretical hot air.

We should look at what really matters in the world of development when it comes to encouraging and developing inspirational talent.

"Far too many leadership development programmes steer the focus down the theoretical route. Is it really essential that modern day business leaders understand to 'enth degree' a sack full of motivation theories?"

Here I outline the five priority development areas for this vital tier of UK plc. Developing these critical core areas is crucial if we are to put the 'I' back into leadership.

### **1. Self-awareness**

Encouraging leaders to really have a true look at themselves. They have to look at themselves closely and know their own strengths and weaknesses before they look at their people. And that isn't about doing an expensive 360 degree appraisal. It is about sensitively coaching them to take an honest, critical look inside themselves. It involves taking a look at their personal image, emotional resilience, self-motivation and interpersonal skills.

### **2. Being visionary**

Having the ability to share vision, department goals and sharing progress towards the vision with their team. Developing leaders to understand the need to regularly review performance against the vision and celebrating the achievements towards it. Develop the leaders to be evangelical about the vision so they achieve the emotional buy-in.

### **3. Not being one of the gang**

A key area that many leaders struggle with is stepping back from the social and interpersonal dynamic of their team. We have to develop leaders who can expect, and know how to deal with a vote of no confidence. They have to develop an assertive style and learn to be relaxed about themselves and to understand it is ok not be one of the gang even if others don't like them for it.

Being unpopular often means leaders are doing a good job and working in the interest of the business, not massaging the egos and sensibilities of others.

#### 4. The charisma factor

General Montgomery stated he could turn anyone into a charismatic leader with the right training and I agree with him. Selecting a charismatic trainer is essential. Anyone can learn and take on the charisma factor if the trainer can get them to look at themselves. Even if they don't have natural charisma they can learn to walk tall, dress the part, use their voice and engage with others as an inspirational leader.

#### 5. Resilience and self-belief

Inspirational leaders are full of healthy self-belief. Developing leaders to understand how to build the belief in their own ability is a prerequisite for them developing self-belief in their people. We can develop our business leaders to grow their self-belief, utilise sports psychology to develop winning mental attitudes and get them to accept that fallibility is part of their role as well.

There you have my take on five critical factors for turning average leaders into inspirational ones. I believe strongly we have to shift more and more from text book training to a style of training which employs coaching and - equally important - inspirational trainers. Let's not lose the focus of what we are striving for: it is double digit growth to the bottom line. The behavioural impact of leaders will be the difference that makes the difference.

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#### **I was raised to show respect**

I wasn't dragged up, I was taught to knock before I opened the door. Say hello when I enter a room. Say please, say thank you and show respect to my elders. I let another person have my seat if they need it, say polite things and help others when they need me to, not stand on the side lines and watch when someone struggles. I will hold the door for others walking behind me and say "excuse me" should I need to pass. I love people for who they are, not what I can get out of them and most importantly, I was raised to treat people exactly how I would like to be treated by others. It is called respect. Colin Spencer

## 14.2

Percentage increase in activity among those who set goals compared with those who don't

Source: Runner's World

And the final word from Joyce

"In life, it's important to know when to stop arguing with people and simply let them be wrong."  
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