

LEADERSHIP and ENGAGEMENT

Covid19 editions

July 2020

(Established 2006)

Welcome to this month's edition.

Damian Piper, our Performance coach and consultant, starts this edition with **Doing things differently...** "Over the lockdown period, I've deliberately been experimenting in a number of areas of my life. I've taken the opportunity to do the opposite of what I'd typically do and recommend with others. I thought I'd share one example...." Have you checked out Damian's podcasts yet? They are available at www.effectivechallenge.com/podcasts or on all the major podcast platforms.

I was delighted to receive Meike Beckford's latest article from her "Highlights from an MBA... **Strategy** Put simply, strategy is choice – making choices about what you will do and won't do as an organisation, to define your focus and what makes you stand out." This piece from Meike has inspired me to do something similar.

"In 1984 I read a book that would change my understanding of managing people." - Roger Whalley. You will need to dive into this month's edition to find out which book it is (I have a copy of it too and fully endorse Roger's article).

The last article to feature in this month's 'Leadership & Engagement is about Bettina. I was asked to write this at short notice by Thera's Development Team for Learning Disability Week 2020. It is about the importance of **Friendship**. I hope you will enjoy the latest post in 'Being Bettina's Dad Covid19' series.

Courtesy of Andrew Phillips, I highly recommend this excellent presentation, 'An Antidote to Dissatisfaction' (the science of gratitude) <https://youtu.be/WPPPFqsECz0> anyone else feeling appreciation and gratitude towards life as we slowly come out of Covid19 at the moment?

<p>This month's quotes have been taken from my wife's @JoyceRaw1 and @livelikearaw twitter feeds – thanks Joyce. I am also live on Twitter: @SteveRaw836 sharing leadership thoughts at 7am, 7 days a week. We welcome new followers!</p>

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It's not about how good you are,

It's how Good You want to be

Doing things differently...

Over the lockdown period, I've deliberately been experimenting in a number of areas of my life. I've taken the opportunity to do the opposite of what I'd typically do and recommend with others. I thought I'd share one example.

I've dropped creating and relying on specific plans and capturing to-do lists. For the approach of living in the moment and what 'feels right' to do next. For those who know me or perhaps been on one of my workshops, you'll know this is quite a shift.

Initially, it felt odd. Like something was missing. I certainly felt like I had more choices each day about how I'd spend my time. It's disrupted my regular routine. For example, for years I have got up early to assess a bunch of plans to determine the day ahead. The in the moment approach doesn't mean I have to do that. (as an aside I've replaced how I spend that time of the day to revisit learning French - gave up around 1983 previously...)

So what have I learned so far?

- I'm still able to achieve lots and in some ways have increased my enjoyment of that achievement. I've found a smaller number of higher-level aiming points are enough to get me moving and making choices. I've relied more on instinct and my mood to drive my specific activity. I like it - a lot.
- There have been times when I needed to sketch out a light though plan or list. Decorating my daughter's bedroom was an example of this. Doing so allowed me to order my thinking and reduced the thoughts swirling around my head.
- I've missed a few things and more time-specific deadlines. This isn't so great, however, in the main, no harm has been done.
- I can operate effectively with the freedom of greater choice about what to do. As I reflect on the last couple of months, I've felt more focused - which in some ways feels counterintuitive. This has allowed me to achieve different things and reduce (not eliminate) the sense of guilt that I should be doing something else while engaged in an activity.
- It's not so clear when the day is done. This one is particularly true when it comes to the workday. Of course, there can always be more to do. I've previously relied on systems and structure to help manage that, I now need to listen more to my internal systems about what 'feels right'. This is an area I need more practice with.

In summary. I'm definitely going to continue experimenting. I suspect I'll end up with a mixed approach ultimately. Being more clear about what actually needs a specific plan and what is more appropriate with a go with the flow type approach.

I'll stop there - as it feels right to do so...

If you have any suggestions of things I can incorporate into my experiment I'd love to hear about them.

Until next time, all the very best.

Damian

I've got a personal goal to do what I can to support people with performance development. Please subscribe to receive my thought-provoking updates designed to take your performance to the next level: <https://effectivechallenge.com/blog/>

While I have your attention - if you're more 📞 than 👁️ then please listen to the Effective Challenge Podcast. Feel free to share if you think others may benefit from its content.



www.effectivechallenge.com/podcasts

“To live greatly, we must develop the capacity to face trouble with courage, disappointment with cheerfulness, and triumph with humility” Thomas S. Monson

Persistence Quiz

Time to play: 1 Minute

Dear Steve

1. Dropped in 1947 by Twentieth Century-Fox after one year under contract because she was “unattractive.”
2. Name the teacher who bullied a young boy, telling him he was “useless” etc. – the boy now owns a successful chain of pubs, named after said teacher.
3. Was demoted from her job as a news anchor because she “Wasn’t fit for television”.
4. Aged 11 dropped from his school football team and told because of his growth hormone deficiency he would never be a footballer.
5. He wasn’t able to speak until he was 4 years old and his teachers told him he would “never amount to much”.
6. Rejected by Decca Recording Studios, who said “We don’t like their sound and they have no future in show business”.
7. Had her first book rejected “loads” of times and was told “magic books don’t sell”.
8. Fired from several newspapers for lacking imagination and having no original ideas.

David

1. Marilyn Monroe = Mr. Werherschpoon 3. Oprah Winfrey 4. Lionel Messi 5. Albert Einstein

6. the Beatles 7. J.K Rowling 8. Walt Disney

We accept the love we think we deserve

Stephen Chbosky

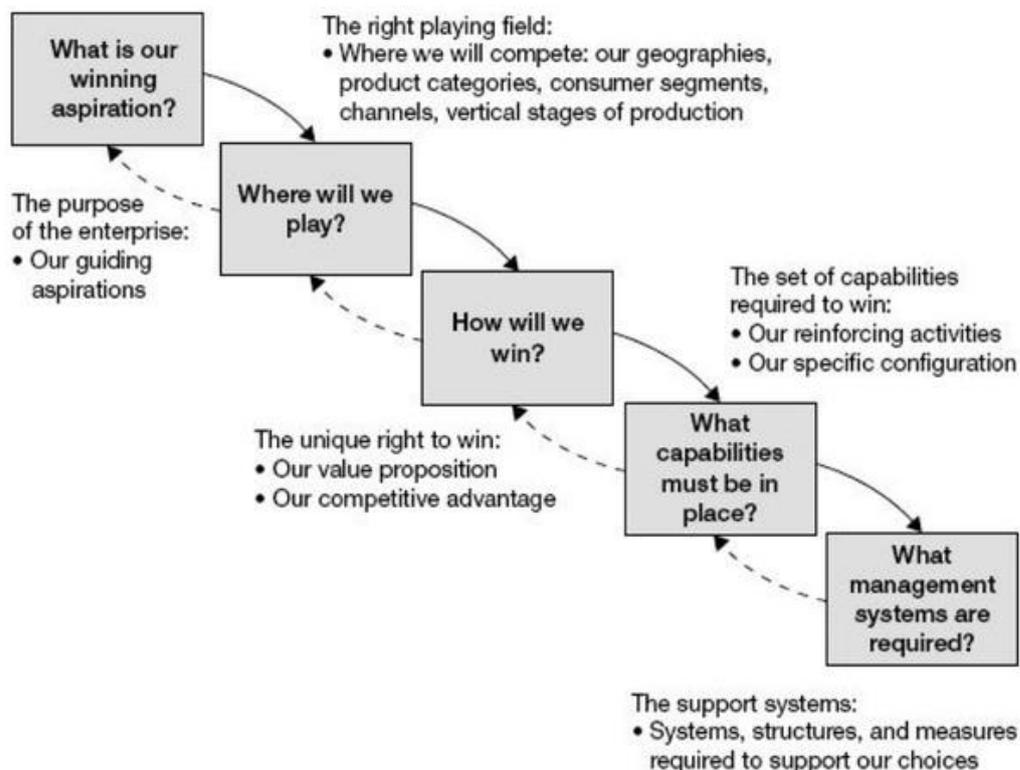
Highlights from an MBA... Strategy

Put simply, strategy is choice – making choices about what you will do and won't do as an organisation, to define your focus and what makes you stand out.

Recently on my MBA, I was part of a consultancy project in another business that asked us to look at opportunities for growth. When speaking to their senior team, we found that they had lots of good ideas and a passion for what they were trying to achieve, but were doing too much. By saying yes to anything that came their way and trying to grow on all fronts, they were unable to put their energy into any one element enough and weren't clear about why they were doing those things – not an uncommon picture for many of us I expect. Each company will have different opportunities and options and the challenge is to make decisions about which one(s) to take up, rather than trying to keep all options open.

“Focus is a crucial winning attribute. Attempting to be all things to all customers tends to result in underserving everyone.” (Lafley & Martin (2013), p. 61)

In looking to help this company refine their strategic choices, we turned to a framework called 'Playing to Win' by A. G. Lafley and Roger Martin. This sets out the five choices you need to make in order to define and execute your strategy in a 'strategic choice cascade', which I thought I'd share with you here:



1. What is your winning aspiration?

Start by defining what you want to achieve in terms of outcomes for the people you support, your customers, clients or beneficiaries. You could develop this with your team so you have a clear shared

understanding. Look at what others in your sector are doing, do you know what their winning aspiration is and how you differ? Where will you really excel and why are you in business?

2. Where will you play?

With that overall direction and aspiration in mind (the 'why'), you can start to define the specific area you will work. Be specific about the who, what, where, when and how. Which services will you provide, to which target customers, how will you get to them and where will you work? You can't give everything to everyone, so this is where you pick.

3. How will you win?

With those details in mind, how will you stand out? Will you compete on being the cheapest, or will something else help differentiate you? List what will make you stand out (your 'competitive advantage') and check these against your competitors – if everyone does it, it's unlikely to help you 'win', so think further about how you are different or where you can find your niche. Once you know these, make sure they stand out in all your communications and marketing to give a clear, consistent and compelling message about who you are.

4. What capabilities must be in place?

What skills and capabilities do you need to make this happen? What combination of activities does your team excel at that combine to make them stand apart? Making these align, so you can play to your strengths, is key to making your strategy happen.

5. What management systems are required?

Finally, what support do you need to put in place in terms of management structures, systems and governance. Are your leaders and managers focused on these areas? Do your KPIs measure things relevant to delivering these choices, so you can ensure your strategy is working? What systems do you have in place to develop, review and communicate the strategy?

Bringing these five choices together will give you a clear focus on what you are there to achieve. This isn't a one-time exercise, but something to continue to use and refine as you grow. As Lafley and Martin summarise:

“The essence of great strategy is making choices— clear, tough choices” (2013, p. 46)

So, no need to leave this until your next business planning cycle. Can you answer these questions now? Could your team or customers?

Meike Beckford

With thanks to [Lancaster University Management School](#), in particular Randall Zindler and Michael McDermott and the whole Executive MBA team and cohort.

You can follow me on twitter [@MeikeB88](#) and my organisation [@DoshTweets](#) and www.dosh.org.

To read more: Lafley, A. G., and Roger Martin. (2013) *Playing to Win : How Strategy Really Works*, Harvard Business Review Press.

In 1984 I read a book that would change my understanding of managing people.

In 1984 I read a book that would change my understanding of managing people. This book was written by a guy called Ken Blanchard and was called "The One Minute Manager", It was followed by a series of books based on the same theme. Blanchard realised that busy managers didn't have the time to read through the books available at that time which were probably 400 pages of platitudinous rubbish. This book was less than 100 pages and has remained in my collection ever since. I re-read it regularly and I have to confess that the current book is the 5th I have owned. The others have either worn out or have been given to people in places where books cannot be obtained.

I said it changed my way of managing people because it got me understanding that it was not just the way I behaved or the way they behaved but a composite of the two. There is a significant phrase that is repeated all through the book and that is "Different Strokes for Different Folks". You may have heard this expression before and wondered from where it might have come. Well, Ken Blanchard was the first management consultant to use it and it has become the mantra for all management consultants since.

It got me thinking about the mistakes I had made in my past career where I had made assumptions about people without really understanding them. I realised that I had to take a different approach and give to people the type of management that they wanted. Prior to reading the book I treated everybody pretty much the same believing that it was the fair way. How wrong I was.

Folks that I was managing were different. There were men and there were women; there were experienced folk and there were inexperienced folk; there were ambitious folk and there were lazy folk; all these people were different and I stayed the same. So, the problem was not within them it was within me. I was the one who needed to change not them. This reminded me of a little story I had heard as a young man from someone who was my mentor.

A young man came to a new town after a long journey Wearily he found his way to the central square and looked around and spied an old man sitting on a bench. The bench was surrounded with flowers which carried a strong refreshing fragrance of roses and magnolia. The buildings around the square were bright and clean and there was no litter in sight. The old man was wearing a scarf and topcoat and had a friendly look on his face

'Old man,' he said, 'What is this town of yours like? Are the people friendly, kind and hospitable?' I have come a long way and hope to find somewhere I can rest my head for a few days. If I like it, I might stay longer.

'My son,' said the old man, 'What were the people like from where you have come?'

'They were good,' said the young man, 'very friendly, warm and always greeted you with a smile'

'Well,' said the old man, 'that is how you will find the people here.

The young man smiled and thanked the old man and went to look for lodgings.

Later that same day another young man, weary and covered with the stains of travel, came to the town square and again he went to the old man. He had obviously travelled far.

'Hey old man,' he said, 'what's this place like? What are the people like? I hope they're friendly and pleasant'

'You have come far I see,' said the old man. 'What were the people like in the town you have just left'

'Not at all nice,' said the young man. 'Very snobbish, unfriendly and sometimes quite rude'

'Well,' said the old man, 'I'm afraid that is how you will find the people here!'

The moral of this story is – it's up to you and the way you do things that decides the outcome.

People respond to warm and friendly approaches and shy away from a posed threat. If you can always treat others in the way you would like to be treated, except in a very rare case, you will find they treat you in the same way. A friendly smile and a greeting will often help to break down barriers.

I have worked all over the world and have found that irrespective of race, religion or any other differences, people always respond to compliments about whatever it is that they are doing.

Always when I visited a country I hadn't visited before, I would ask the taxi driver from the airport who inevitably used to speak English how to say; hello, thank you and good bye. With those three phrases you can break down barriers. Of course, I also asked how to order a beer!

That gave me a flying start when making friends amongst the colleagues with whom I would be working. I can't tell you how easy it made my job of getting accepted by folk who might even resent my presence. However not all people will respond to a friendly smile, some of them need more and you can't give that "more" until you know what it is.

The "Different Strokes" that people need can only come after we have managed to understand them; what makes them tick; what is the switch that turns them on; is it money or prestige; is it power or security; is it a challenge or is it just self-actualisation? All these questions and many others need to be posed and answered before we can understand what people want from us in management techniques. Do they need a firm hand or a pat on the back; do they need the carrot or the stick; do they need hard targets or easy ones?

The book "The One Minute Manager" is still available and doesn't cost much and the cost is nothing when you compare it to the value. Next month I will expand on this theme and look how you can assess yourself before you assess others.

Source: Roger Whalley Director for Aspire part of the Thera Group.

Peace is the result of retraining your mind to process life as it is rather than as you think it should be
Wayne Dyer

This month's online presentation picks:

Each month I trawl through Ted.com and You Tube for inspiring, thought provoking and moving 'talks' so you don't have to.

Chieh Huang is cofounder and CEO of Boxed.com

https://www.ted.com/talks/chieh_huang_confessions_of_a_recovering_micromanager?utm_medium=referral&utm_content=2020-6-28&utm_campaign=social&utm_source=linkedin.com

Think about the most tired you've ever been at work. It probably wasn't when you stayed late or came home from a road trip -- chances are it was when you had someone looking over your shoulder, watching your each and every move. "If we know that micromanagement isn't really effective, why do we do it?" asks entrepreneur Chieh Huang. In a funny talk packed with wisdom and humility, Huang shares the cure for micromanagement madness -- and how to foster innovation and happiness at work.

Russell Wilson – My secret to staying focused under pressure

https://www.ted.com/talks/russell_wilson_my_secret_to_staying_focused_under_pressure

Athletes train their bodies to run faster, jump higher, throw farther -- so why don't they train their minds, too? Seattle Seahawks quarterback Russell Wilson talks about the power of "neutral thinking," which helps him thrive under pressure (both on the field and off) -- and shows how you can use this mindset to make the right moves in your own life

How to turn your dissatisfaction into action – Yvonne Aki-Sawyer Mayor of Freetown, Sierra Leone

https://www.ted.com/talks/yvonne_aki_sawyer_how_to_turn_your_dissatisfaction_into_action

After the devastating rebel invasion of Freetown in 1999 and the Ebola epidemic in 2014, Yvonne Aki-Sawyer, mayor of the city, refused to be paralyzed by her frustration with the status quo. Instead, she used her anger as a catalyst for action. In this inspiring talk, she shares how she transformed her city by taking the risks necessary to bring about dramatic change -- and shows how you can find power in your dissatisfaction.

Luvvie Ajayi – Get comfortable with being uncomfortable

https://www.ted.com/talks/luvvie_ajayi_get_comfortable_with_being_uncomfortable

Luvvie Ajayi isn't afraid to speak her mind or to be the one dissenting voice in a crowd, and neither should you. "Your silence serves no one," says the writer, activist and self-proclaimed professional troublemaker. In this bright, uplifting talk, Ajayi shares three questions to ask yourself if you're teetering on the edge of speaking up or quieting down -- and encourages all of us to get a little more comfortable with being uncomfortable.

Luvvie Ajayi is an author, speaker and digital strategist who thrives at the intersection of comedy, technology and activism.

3 Things the Pandemic Taught Me About Planning

By Kindra Hall | July 6, 2020

On Jan. 16, my editor informed me that my next column deadline was March 16. The suggested subject was planning. It seemed simple enough. After all, I've always been a planner

I've *used* planners, complete with color-coded markers, since I was in the fourth grade. The past several years on New Year's Eve, my husband and I have opted out of the parties and stayed home to set goals and plan for the year to come. While some people like to see what the weekend brings, I like to plan what the weekend will bring.

So on Jan. 16, fresh off my 2020s-Best-Decade-Ever planning session and ready to take on the world, I felt thoroughly equipped to write a piece about planning—I would head over to my favorite neighborhood lunch spot like I always do, write while the kids were at school and have it to the editor long before the deadline. As far as I was concerned, the article was going to write itself.

But...

As I type just this fourth paragraph, it is already March 30. It is officially two weeks *after* I was supposed to hand in my article on planning, and I'm just now getting started.

Am I writing this piece from my favorite neighborhood lunch spot? No, because it's closed. Instead I am writing it from my New York City apartment bedroom. Am I writing this article while my kids are at school? No, because school is closed. Am I even a writer anymore? Probably not. I spend most of my time trying to teach writing, to my second- and third-grader, because now I am a homeschool teacher.

You felt it too, I know. March came in like a lion and devoured the lamb. Any plans you thought you had were canceled or postponed indefinitely. I remember stressing out because we had tickets to see Sarah Jessica Parker and Matthew Broderick on Broadway but had three babysitters in a row cancel because their colleges sent them home early. *How would we see the show?!* Oh, nevermind, Broadway was canceled too.

Related: [How to Deal With Unexpected Change](#)

And while every day, especially in New York City, is different... here are three things the pandemic taught me about planning.

1. When planning for disaster, think bigger.

You've likely heard of the six-month disaster fund you're supposed to have. Maybe you've been diligent about the fund, maybe you've been a little more lax. Either way, and especially if you're a business owner, you never imagined the worst could be this bad. For example, a significant portion of my revenue comes from keynote speaking. I travel (or did) around the country speaking for groups of hundreds, to thousands, to tens of thousands about the power of storytelling in their business. Never in our wildest dreams did we envision a world where people weren't allowed to be within six feet of each other or where groups of more than four weren't allowed to gather. Sure we'd planned for disaster, but we never planned disaster would be so disastrous.

While a strong optimism filter is a prerequisite to entrepreneurship, it's not a plan. Plan for the worst—the *real* worst.

2. Plans change.

When my husband and I set our goals and made our plans for 2020, all signs showed another record year and we were ready to run. I achieved status on both Delta and American Airlines within the first six weeks of the year. But then in Week 7, I started to burn out. Our 2020 plan was just too much. We re-centered, scaled back and made a new plan. And a week or so later, another new plan was made for us—the COVID-19 plan.

Just like rules are made to be broken, it seems plans are made to be changed. Sometimes you have control over those changes, sometimes you don't. It took a few days for me to stop trying to cram my square plans through the COVID hole, but eventually I surrendered. And I'm better for it.

3. Plan for what matters most in your life.

In a matter of days the pandemic stripped every plan, every choice, down to bare bone. Luxuries that had been perceived as necessities were quickly exposed. Life suddenly became about food, shelter, health and family.

And while we all mourned various small losses, like graduation ceremonies, vacations, sporting events and birthday parties, it has all added up to one big recalibration. I'm certain that the time will come when we're making grand plans again. But for now, I'm grateful for the reminder that the

foundation of every plan is made of the things that, once everything else is stripped away, matter most.

I can't help but wonder what this article would have said if I had written it the day I originally planned to. It would have sounded foolish, obscene, like it was written in a different lifetime.

In the end, maybe that's the biggest lesson of all; at least in some cases, when things don't go as planned, something better comes of it.

Read next: [5 Strategies to Help You Build Resilience in Uncertain Times](#)

This article originally appeared in the July/August 2020 issue of SUCCESS magazine.

Photo by Kaique Rocha/Pexels.com



[Kindra Hall](#)

[+ posts](#)

Kindra Hall is a sought-after speaker, author and the president of Steller Collective, a marketing agency focused on the power of storytelling to overcome communication challenges.

Source: [https://www.success.com/3-things-the-pandemic-taught-me-about-planning/?utm_source=Maropost&utm_medium=email&utm_campaign=\[SUCCESS%2007-10\]%20setting%20goals&mpweb=574-8990751-743089166](https://www.success.com/3-things-the-pandemic-taught-me-about-planning/?utm_source=Maropost&utm_medium=email&utm_campaign=[SUCCESS%2007-10]%20setting%20goals&mpweb=574-8990751-743089166)

Hi Steve

Just thought I would share some work that I have been doing with my team regarding Values

We came up with a set of values for our team, but thought they were worth sharing

- Have the interests of the people we support at the centre of everything we do
- Work as a team to ensure we provide the best possible service and support
- Respect individuality and have good ethical morals
- Treat people the way we would want to be treated
- Work with the people we support to gain hearts & minds to reach their full potential
- Adaptive new ideas & ways of working/supporting both for staff and people we support
- Build trust by showing integrity through diversity, understanding and compassion
- Listen to the voice of our staff and encourage equality and inclusiveness

Joanne Hollis

Group HR Manager Thera Trust

Being Bettina's Dad: Friendship Matters

by STEVE • JUNE 19, 2020



A picture I am proud to say sums up our friendship

In years to come, when looking back to COVID19, I will think about what helped us through this pandemic with a smile, as it will be about friendship. The friendship we have for each other as a family.

To Bettina we (Joyce, Jennifer and me) are known as 'The Mom Mom', 'Jennifer Sister' and I am 'Dad Boy Steve' (Bettina is 'The little one' to us) and we are all great friends. We have always been friends who like, trust and enjoy each other's company, and as such we are all dependant on each other. I often think of us as **This Happy Breed*** – a family who have faced adversity over the years and have always come smiling through with the one constant that we are always friends. We are also Bettina's inner circle.

Sitting patiently waiting for Donna, her Personal Assistant (PA) this morning Bettina hears a knock at the door and instantly jumps up from the sofa and is in the hallway, in the blink of an eye. "It's Donut" (this is what 'Donna' name sounds like to Bettina). Bettina beams at Donna who is equally pleased to see her and out they go on another adventure together. Donna is also part of Bettina's inner circle (her network).



Bettina and Donna ('Doughnut')

They have known each other for nearly 11 years and the novelty has not worn off yet because they are friends. Friends who depend on each other. It is a warm relationship full of love. Bettina recently told us “Donna is my best friend” A good friend knows your stories; a best friend has lived them with you. This is certainly the case between Bettina and Donna.

Bettina can only cope with only a few friends as to have more would test her powers of communication, energy and commitment. More friends mean more confusion and anxiety. Each friend represents a different mode of communication or understanding; empathy and negotiation. When you are living your life to the full – while at the same time trying to understand your world and those you meet every day let alone when you cope with autism and a learning disability – friends need to be handpicked and safe! So, what does Bettina look for in a friend:

Five things Bettina looks for in friendship – Bettina’s friendship criteria

1. They must bring **quality** to her life. Bettina has a built in “radar system” which she can use to deter people who are negative or unhelpful.
2. It must happen **naturally** and not engineered or planned – Bettina decides who she will befriend
3. Friends must be **non-judgemental** and take her for who she is, not what they would like her to be.
4. **Empathy** – they must see things through Bettina’s eyes, as she does for them.
5. **Trust**. You must be reliable, honest, consistent, responsible and Bettina will offer you these qualities, often when you need them the most, in return.

Related: [‘Trust’ is a gift you must earn’](#)

Five things Friendship brings for Bettina and one thing it stops:

1. Comfort
2. Happiness
3. Fun/laughter
4. Shared memories/experiences
5. Belonging
6. It stops loneliness

“Don’t walk in front of me... I may not follow

Don’t walk behind me... I may not lead

Walk beside me... just be my friend”

— **Albert Camus**

A good friend for Bettina is someone who will make time for her as she makes time for you, without an agenda. A good friend for Bettina is someone who makes her laugh, but at the right time – occasionally at the wrong time too, but that makes it even funnier as is often the case when we sit down for our dinner together as a family.

Someone that Bettina can rely on, whether it is a good day or a bad one. Whenever the need arises, in situations of emergency – her friends are always there to help.

Covid19 has made our friendship better and stronger. It will be something that I will certainly treasure from this difficult period.

A definition of 'Friendship' is a relationship of mutual affection between people. It is a stronger form of interpersonal bond than an association, and has been studied in academic fields such as communication, sociology, social psychology, anthropology, and philosophy...

* **This Happy Breed (1944)** – David Lean (the film in full) https://www.youtube.com/watch?v=Xojbg_zVnyo

Source: Steve Raw www.leadershipintheraw.org

Commissioned by Thera Trust for Learning Disability Week 2020.

7 Effective Ways to Make Others Feel Important

- 1 Use their name
- 2 Express sincere gratitude
- 3 Do more listening than talking
- 4 Talk more about them than about you
- 5 Be authentically interested
- 6 Be sincere in your praise
- 7 Show you care

RoyTBennett - The Light in the Heart