

LEADERSHIP and ENGAGEMENT

Covid19 editions

August 2020

(Established 2006)

Welcome to this month's edition.

In first position in this month's edition is the Leadership Code for Thera. This was one of my first tasks when I took on the role of Head of Workforce Strategy & Engagement in November 2019 for www.thera.co.uk

When I started this role In November last year, I shared with my colleagues an aim to make 'marginal gains' in each area of responsibility and accountability by making incremental improvements. What does marginal gains mean? I have included a definition in this edition.

I thoroughly enjoyed reading Roger Whalley's. 'In 1984 I read a book that would change my understanding of managing people', so I was absolutely delighted to receive Roger's follow up piece 'Different folks' article. I found it essential reading.

One of the highlights of (both) my management careers has been the opportunity to mentor people and to be able to play a small part in their future success. I can't think of a better compliment than to be asked to mentor someone. Two of the people I mentor needed support with delivering a presentation. I find it easier to come up with a list of top tips, so I came up with my 20 top tips (from over 40 years of observing the best).

Each month I trawl through Ted.com and You Tube for inspiring, thought provoking and moving talks so you don't have to. I couldn't resist including one of my favourite talks from Shaun Achor (I originally included it in 2015). "We believe we should work hard in order to be happy, but could we be thinking about things backwards? In this fast-moving and very funny talk, psychologist Shawn Achor argues that happiness inspires us to be more productive"

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!

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It's not about how good you are,

It's how Good You want to be

A Leadership Code for Thera



Team members are involved in communications and connections with colleagues, stakeholders, commissioners, families and the people we support, we consider each one of them to be a **Leader**.

Colleagues have been recruited for their values, beliefs and competencies and their desire to make a difference to the life of a person with a learning disability. Each member has an opportunity to make an input, contribution and change to the way we support people and the way our department is directed.

We will have a strong leadership theme and culture in our teams and organisation, which makes being part of it special. Here is a set of 10 leadership behaviours which form our principles and rules:



Our Values:

- **We care about the well-being and success of every person.**
- **High standards are a way of life. We pursue excellence in everything we do.**
- **We make a difference in every community we serve.**
- **We respect and listen to our people.**
- **We empower our people to make decisions that improve their work and benefit the people we support and our company.**

Leadership Code (of Behaviours)



1. Lead by Example - Role Model – Setting Standards:

When you are in a position of responsibility you are a role model and your example will always have an impact, so it is important to choose well and be consistent. We believe there are no days off from being a role model:

- We live by the values and standards of our parent organisation: Thera www.thera.co.uk
- We prioritise other people's needs before our own

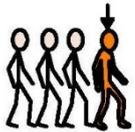
- We speak up for people we support on their behalf when they can not
- We have our own code of conduct and values
- We recognise when we are in a position of responsibility - our example will always have an impact
- We have a strong work commitment and ethic. It is always about doing the very best for others



culture

2. Culture

Cultures develop through rituals, beliefs, legends and values. Culture is **the way we do things around here.**



leadership

Leaders:

- Are open and talk about what they are about – and do it often so it becomes entrenched in people’s minds. People then can decide at the outset if they want to be part of this culture
- The culture must fit and match with Thera’s values, aims and objectives
- Cultural change requires long term investment for the people we support. It is a life-long commitment
- We recruit people. not just for their competencies, but also for their values, attitudes and beliefs
- Just like our ‘Vision’, Leaders live our culture everyday
- Culture is led from the top but grows from the bottom!



empower

3. Empowering:

Each team member in Thera has a unique talent. We start to explore this when we look for new team members through our recruitment and selection process, and then make sure their talent is used to the full to make the people we support and our company successful.

We provide our team members with the means, opportunity and authority to effect change both for the people they support and our organisation.

We operate a 'no blame culture'. We all make honest mistakes and we encourage our team members to learn from them, which enables our colleagues to do their job without feeling constrained.



vision

4. Visionary:

It is about where you want to be. We will write a compelling Vision Statement that sets out our Vision. We will make our Vision so big and exciting that it captures everyone's imagination

We share our Vision with others so that they can make it their Vision too, as we know it will not succeed unless those around us feel they have a stake in our future.

We never take our eyes off our Vision – we have relentless focus on where we want to be.



characteristics

5. Character:

Doing what is right over what is easy and staying true to our values. There are often occasions when we will be up against it and the situation can feel insurmountable. It is always at this point that we will find the energy and determination to persevere in order to achieve the best outcome.

We are honest about our failures and successes and learn from them.



compassion

6. Compassion:

All team members think beyond themselves when they consider their work and how they will support people and their colleagues.

Our team members write stories which they will share on our website about how they have made a difference in another person's life through their work, which demonstrates their commitment.

Clarity:



clarity

We are clear about what our team and organisation's mission and Vision is, and we articulate this in an accessible way.

We are clear about the benefits of our support.

We are clear about Thera's mission is:

"People with a learning disability are at the centre of everything we do. Led by our Vision, we seek to demonstrate that people with a learning disability can be leaders in society."

All our documentation will be written in an accessible format.



consistency

7. Consistency:

People will know where they stand with you, not just today but every day.

Working in this way ensures we consistently support people across the country to deliver the same service.

(We find people trust consistency. Little things done the same way can have the biggest impact – they all add up.)



commitment

8. Selfless Commitment:

We have a selfless commitment to the people we support, standing with them through adversity.

Our team members also have a selfless commitment to the people they support. They care about what is really needed and, as an organisation, we find ways to measure this through our Annual Reviews and Surveys.

Leaving a Legacy



legacy

As a leader you want to make a dent in the world and make a difference in people's lives and leave the place where you live and/or work a better place than when you found it.

We ask ourselves:

- What would you like to be remembered for?
- When someone thinks of you when you have moved on, what will they say about you?
- Will your legacy be one that is positive?
- Did you change your environment for the better?
- How would you like to be remembered?

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Widget Literacy Symbols © Widget Software 2020

LIVE, LOVE, LAUGH, LEAVE A LEGACY' Stephen Covey
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DIFFERENT FOLKS

A couple of months ago I mentioned a book called "The One Minute Manager" and the affect it had on my management style. If you recall I used the phrase "Different Strokes for Different Folks"? I explained how it had helped me to understand better the way to get the best out of my team. I started to understand more about what made my colleagues tick.

Further on in the same series of books Ken Blanchard uses the phrase "Different Strokes for the Same Folks at Different Times" When I read his rationale for this phrase, I started to appreciate that what he was saying was that *people change*. Outside influences which make people what they are change. They grow older; they get married; they start a family; I'm sorry to say they get divorced; they get ill. I could go on there are many events that surround people, and which change them.

We need to understand just what it is that is making Jimmy consistently late for work; why Mary spends so much time on the phone; Why Bill always seems to be so bad tempered. There is always a reason and it's our job as a manager to understand the reason and how it impacts upon work performance. Our job is to help people perform better and become more efficient at their work

A couple of months ago I also used the analogy of sports team captains and how their behaviour needs to change to make a winning team. Now I would like you to think about the team manager. This person spends no time participating in the game but does have an impact

on how the team performs. Effectively they select the team according to their knowledge of the strengths and weaknesses of the various players.

A football team manager is often also the team coach. Not the bus that takes them to matches, but the person who builds up the strengths and eliminates the weaknesses. The manager identifies his strongest players and what their strongest individual skills are. As managers of our teams we need to know just who in our team can take responsibility to make decisions in our absence; who we can rely upon to solve unplanned problems; who wants our job.

We have all got strengths and weaknesses. I know what mine are and I guess you know what yours are. We need to know what they are in our colleagues. Only then can we apply the words " *Different Strokes for the Same Folks at Different Times*" We need to constantly evaluate our behaviour and how we can best help our team. It's very difficult identifying the person who wants our job. Our ego stops us from considering that there might be someone who could replace us.

I need to move now from my analogies about sport and consider how management development happens in the military. It doesn't matter whether it's the Army, Navy or the RAF, all the branches of the military have management development beyond any which we can imagine. There is a well-defined strata of management development in the armed forces. This has developed from the days when they truly did go into battle. An officer had to know that if he fell there was someone in place who would take his role immediately; without any discussion or the seeking of advice.

A Corporal needed to step up to be a Sergeant; a Sergeant needed to step up to be a Sergeant Major and so on up through the ranks until the level where they didn't see the enemy. I guess that would be a General or Field Marshall where they would probably have plenty of people waiting to step up into their rank. Training and development of our people is one of the major tasks in management and you can't train people until you where they are now. Going back to the football manager, they need to know the level of personal fitness in their potential team members.

Only when you know where your team members are now can you decide what training and development they need. It may be that you don't carry out the training yourself; it may be that others who have greater knowledge about the skill that is needed carry out the training but you must monitor the training and evaluate the effect that it has had. Only then can you apply *different strokes to the same folks*. There is a major hurdle in management and that is the concept of fairness. I hope you read my last article about Fairness being an 8-letter word. Often as a manager you will have to appear to be unfair. What is fair to one guy might be seen as being unfair by another.

This is a very difficult part of the management role. We all want to be liked by everyone, but I don't need to tell you that this will never happen. You will find times when you upset someone. It's unfortunate but it will happen. Again, this is a time when *different strokes for the same folks* applies. Try to replace the upset with something else; hope is a good alternative; temptation is another; both of these can remotivate. And motivation will replace upset. The sports person who is dropped for an important game might be motivated by the promise that they will play in the next game.

Next month I will try to help you motivate your team. However, it will still stress the importance of *“Different Strokes for the Same Folks at Different Times”*. It’s you who needs to change to help your people change.

“If you always do what you’ve always done, you will always get what you always got”. I love that phrase. It has guided me through my career. When I first heard it, I had been going through a difficult period in my life. That phrase made me realise that it was me who was out of step and who needed to change, not the rest of the world. It helped me immensely in deciding on a change in my life which was to prove to be the best possible outcome.

Be prepared to change; look for the changes that will help you to help others; never say *“that doesn’t work, we tried that years ago”* because it might work now!

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

“There is nothing I would not do for those who are really my friends. I have no notion of loving people by halves. It is not my nature” Jane Austen, Northanger Abbey

Delivering a Presentation and Facilitating a Workshop – Practice Makes Perfect

My Top 20 Tips + a couple of extras for you

My heart is beating at a rate of knots and my mouth has gone dry. I knew this would happen as it had been a while since I had taken a muster parade for the squadron. It is 1985 and my (legendary) Royal Marines Sergeant Major has asked me to do this mainly because it is the morning of the regiment’s cross country championships and, as the team captain, he wants me to give a motivational talk to get everyone in the right frame of mind. We always win - so no pressure! To prepare myself, I have followed the 7 x P’s which have been drummed into me since I joined the army as a 16-year-old.

I wish I knew then what I know now about presentations .

The 7 x Ps is the first tip in my top twenty I acquired over 35 years from the best speakers I have had the good fortune to listen to and I hope you find them helpful:

MY TOP 20 TIPS

1. The 7 x P s: Prior Planning & Preparation – Prevents a Pi**S Poor Performance
2. Know your audience – who are you pitching to – this will help you set the right tone.
3. Try and only present something that you are passionate about
4. Spend a little time with your audience before your presentation so they can get to know you. Ask them what their main areas of concern they have, on the subject you are delivering, then really listen hard – so you can ensure these are covered.
5. Rehearse the first sentence or two so it is word perfect and the rest will flow, I promise you.
6. Look good feed Good.....
7.but don’t over dress or under dress – again know your audience
8. Think about what media you are going to use – not just one media.
9. Have a wow factor – something they will remember the presentation for, long after it is finished.

10. Structure your presentation – tell them what you are going to talk about (the introduction) – Talk about it – then summarise what you have talked about (the summary).
11. Turn up early (I turn up at least one hour before) so you can meet the host, familiarise yourself with the venue, make sure the electrics and IT work.
12. Have handouts – something to take away with them (e.g. factsheets on your subject)
13. Prepare ground rules for the presentation/workshop and tell your audience what they are. As 'Teams' can be mute when you are not speaking, put your hand up on the screen (press the button) when you need to ask a question.
14. Facilities check: if you are face to face then start with fire safety (are there any fire checks today?) where the facilities are.
15. Share your programme so they know what's coming and when there will be comfort breaks.
16. Introductions and, if it is a whole day, do an ice breaker of sorts. If you are on Teams remember to press the participants list so you can work through one at a time, especially if you don't know them.
17. Again, with Teams – are you confident with sharing your presentation and other documents? If not practice with a friend
18. Don't tell jokes – just be yourself – smile a lot – but don't fidget when you are talking. (for some reason I rub the top of my head when someone asks me a question)
19. Check in with your audience that they are getting your message
20. Thank people for taking the time to listen to you – recognising how busy they are.

Remember: always assume your audience is pleased to see you and hear what you have to say!

I have previously shared this excellent video with colleagues in Thera Group www.thera.co.uk

How To Look Good on Video Calls for Zoom FaceTime

<https://www.youtube.com/watch?v=ACNGhPKnmok>

(it's the little things that can give you the edge either during a presentation or an interview)

And finally, here is something my colleague Lesley Downham put together for an e-newsletter I published during Covid19:

'How to look good on 'Teams'



How to look good
on 'Teams'.docx

I got through the parade in one piece, delivered my talk successfully and we won the race! With hindsight, knowing the tips in this post would have made my life a whole lot easier! I made a vow that morning not to leave it so long before I delivered another presentation, because practice does make perfect.



(later that day I picked up Commando Log Regt's Cross-Country Cup for 1985 from the regiment's 2IC Major Leicester RM)

Note: My blog post subjects are often chosen for me by the people I mentor. I was recently asked by two people for my ideas on the best way to deliver a presentation which may be via Teams or Zoom, or face to face, and this piece is the result.

Source Steve Raw

"It takes 20 years to build a reputation and five minutes to ruin it. If you think about that, you will do things differently." Warren Buffett

Help yourself

Self-help is now an \$11bn industry says Chris Taylor on MashableUK. But ultimately, every guide can be boiled down to 11 simple rules:

1. **Take one small step.** Your daily habits aren't just important, they are the key to improvement.
2. **Change your mental maps.** If you believe it, you can achieve it – so long as you plan properly too.
3. **Struggle is good.** Scary is good. Learn to expect – and even welcome – the worst, instead of fearing it.
4. **Instant judgement is bad.** Particularly when making snap assessments of other people.
5. **Remember the end of your life.** A call to action, carpe diem etc. Amazon's Jeff Bezos calls it "regret minimisation".
6. **Be playful.** Cultivating your quirks is the key to creativity. Life is too short to care what others think.
7. **Be useful to others.** Not just for the "warm fuzzy feeling" but to give a direction to your talents.
8. **Perfectionism = procrastination.** You learn best by just doing.

9. **Sleep, exercise, eat, chill out. Repeat.** As the Roman poet Juvenal put it: “a health mind in a healthy body”.
10. **Write it all down.** Hone a plan, make lists, and (even if the concept makes you cringe) write a “gratitude journal”.
11. **You can’t get it all from reading.** Remember to put the self-help book down – and do some work.

Source my copy of ‘The Week’ 8 August 2020

The man who can drive himself further once the effort gets painful is the man who will win.” - Roger Bannister, 1st to run a mile < 4 mins

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.

A guide to believing in yourself (but for real this time) | Catherine Reitman

<https://www.youtube.com/watch?v=jpRqbP9Nv9k>

TV star, Catherine Reitman, shares her lessons learned in seeing ideas through to their completion, not allowing others to reshape your vision and a little bit about family dynamics.

The happy secret to better work – Shaun Achor:

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

We believe we should work hard in order to be happy, but could we be thinking about things backwards? In this fast-moving and very funny talk, psychologist Shawn Achor argues that, actually, happiness inspires us to be more productive

Seth Godin: How to get your ideas to spread:

http://www.ted.com/talks/seth_godin_on_sliced_bread

In a world of too many options and too little time, our obvious choice is to just ignore the ordinary stuff. Marketing guru Seth Godin spells out why, when it comes to getting our attention, bad or bizarre ideas are more successful than boring ones.

“Your smile is your logo. Your personality is your business card. How you leave others feeling after having an experience with you becomes your TRADEMARK” Jay Danzie

7 Qualities of People with High Emotional Intelligence

By Rhett Power

“If your emotional abilities aren’t in hand, if you don’t have self-awareness, if you are not able to manage your distressing emotions, if you can’t have empathy and have effective relationships, then [no matter how smart you are](#), you are not going to get very far.”

At least that’s what Daniel Goleman, Ph.D., well-known writer and researcher on leadership who wrote the best-seller [Emotional Intelligence: Why It Can Matter More Than IQ](#), says. Goleman has dedicated his work to finding out [what makes people successful](#). And, his title

spoiling the surprise, he says it comes down to their emotional intelligence. *That's* what drives a person to excellence.

Related: [Why You Need Emotional Intelligence to Succeed](#)

What exactly *is* emotional intelligence (EI)? *Psychology Today* says it's:

1. The ability to accurately identify your own emotions, as well as those of others
2. The ability to utilize emotions and apply them to tasks, like thinking and problem-solving
3. The ability to manage emotions, including controlling your own, as well as the ability to cheer up or calm down another person

The concept of emotional intelligence has been around since 1990, when Yale psychologists John D. Mayer and Peter Salovey presented the concept to the academic world. But Goleman has gone on to study it further—and he found *a direct relationship between the EI of a company's staff and the company's success*:

- Employees with [a high level of EI](#) have self-awareness that helps them understand co-workers and meet deadlines.
- When people have high EI, they are not bothered by client criticism; they remain focused on outcomes, rather than feeling offended.
- If two job candidates have similar IQs, the one with the higher EI will likely be a better fit for the company.

Like Goleman said, no amount of smarts will make up for a lack of the ever-important emotional and social abilities, especially as part of the professional world. Not sure how to recognize this essential trait? Here are seven characteristics of emotionally intelligent people.

1. They're change agents.

People with high EI aren't afraid of change. They understand that it's a necessary part of life—and they adapt.

- [Here's how you can embrace change.](#)

2. They're self-aware.

They know what they're good at and what they still have to learn—weaknesses don't hold them back. They know what environments are optimal for their work style.

- [Here's how to get in touch with the real you.](#)

3. They're empathetic.

The hallmark of EI, being able to relate to others, makes them essential in the workplace. With an innate ability to understand what co-workers or clients are going through, they can get through difficult times drama free.

- [Tap into your empathetic side.](#)

4. They're not perfectionists.

While extremely motivated, people with EI know that perfection is impossible. They roll with the punches and learn from mistakes.

- [Here's why perfection just doesn't work.](#)

5. They're balanced.

Their self-awareness means that they naturally know the importance of and how to maintain a healthy professional-personal balance in their lives. They eat well, get plenty of sleep and have interests outside work.

- [Here's how to find your balance.](#)

6. They're curious.

An inborn sense of wonder and curiosity makes them delightful to be around. They don't judge; they explore the possibilities. They ask questions and are open to new solutions.

- [Start exploring—and keep learning.](#)

7. They're gracious.

People with high EI know every day brings something to be thankful for—and they don't see the world as "glass half-empty" as a lot of people do. They feel *good* about their lives and don't let critics or toxic people affect that.

- [Be grateful for the good things.](#)

Emotionally intelligent people know how to make work, and the world, a better place. Are you one of them?

Related: [18 Signs You Have High Emotional Intelligence](#)

Rhett Power is the author of [The Entrepreneur's Book of Actions: Essential Daily Exercises and Habits for Becoming Wealthier, Smarter, and More Successful](#) and co-founder of Wild Creations, an award-winning start-up toy company. Learn more at rhettpower.com.

Source USA's Success Magazine <https://www.success.com/7-qualities-of-people-with-high-emotional-intelligence/>

Do all the good you can. By all the means you can. In all the ways you can... At all the times you can. - John Wesley

One of my aims in my new role at Head of Workforce Strategy and Engagement for the Thera Group (www.thera.co.uk) is to make 'marginal gains' in every area of my accountability and responsibility.

Making "Marginal Gains has always been at the core of both my careers, my sport and my personal life. What do marginal gains mean?



Marginal Gains

A method of reaching high-performance levels through constantly making small, incremental improvements.

Lincoln.ie

Sir Dave Brailsford

Marginal (Learning) Gains

- What will it take to succeed?
- Prioritising what we want to win
- Working back from end goals
- Creating a plan and executing it
- Disaggregation – 1% here and there
- Every little thing – Central & Peripheral
- Aggregation of marginal gains

“If you clump them all together, you improve”

A High Performing School Specialising in Science.

What are the marginal gains you are going to make in 2020?

(Steve Raw)

‘Move. As far as you can, as much as you can. Across the ocean, or simply across the river. Walk in someone else’s shoes or at least eat their food. Open your mind, get off the couch, move.’ Anthony Bourdain