

LEADERSHIP and ENGAGEMENT

Covid19 editions

September 2020

(Established 2006)

Welcome to this month's edition.

Meike Beckford starts our edition with another excellent article. Meike reflects on her MBA (which she has just completed, congratulations Meike). One of those reflections is about Self Leadership. "Self-leadership is the practice of leading and managing yourself. It builds on your skills of resilience, self-efficacy (believing you are successful) and self-direction. As a leadership practice it moves from just managing how you do something to deciding what and why."

"We did it We did it" Bettina announces as she dives onto her bed immediately upon arrival at our hotel in Whitby for an annual week's holiday with her family. Bettina had captured our emotions we had probably bottled up over the last 6 months. We had done it, not just for ourselves but especially for Bettina. Coming out of lockdown for the Raw family in Whitby.

How to get the best out of folk By Roger Whalley Trustee/Non-executive director of Aspire Living. There is so much I have taken from Roger's article this month. I have referred to several lessons Roger shares in his article with my colleagues. I hope you also find it thought provoking.

One of the 'perks' I get from putting our 'Leadership & Engagement' together is that I get to trawl through video presentations which I hope you will enjoy – I have included my top 3 from www.ted.com they include: 'The way we think about work is broken', 'How I learned to communicate my inner life with Asperger's' and 'Perspective is everything.' Both thought provoking and inspiring - how I felt after watching each one - and I hope you have a similar reaction.

I have included so much more for you in this month's edition, I think it is safe to say this is the best one so far in 2020!

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

Highlights from an MBA... Self-Leadership

I write this post on the final day of my MBA! As I submit my final piece of work, I have been reflecting on how much I learnt from this MBA and what I will take into my ongoing practice. Clearly there could be a long list which I won't bore you with, but there is a principle that I thought might be worth sharing – self-leadership.

Self-leadership is the practice of leading and managing yourself. It builds on your skills of resilience, self-efficacy (believing you are successful) and self-direction. As a leadership practice it moves from just managing *how* you do something to deciding *what* and *why*. This involves taking responsibility for your own development, to decide on your goals and make plans to ensure you get there. There is evidence that self-leadership improves performance as it allows you to achieve your goals.

On a personal level, practicing self-leadership requires you to think about what enables you to make and follow through on plans (which is a skill that comes more easily to some of us than others). There are many others more qualified than I am to give advice on this topic, including contributors to this leadership pack, so I will limit myself to the general idea of knowing yourself – what is important to you, where do you want to get to, when do you work best and what motivates you? Knowing this and then building the plans to support you, will enable you to lead yourself consciously and authentically.

What about self-leadership in others? How can you support self-leadership in colleagues, teams and across your organisation? There is growing evidence that self-leadership at the team level (i.e. the team managing itself) can also benefit team outcomes as they are able to take responsibility for what they deliver and use their 'on the ground' knowledge to make the changes they need quickly.

Valuing leadership by everyone in the team is not a new concept, and is something long promoted by this pack's editor. The research on self-leadership with teams shows us that there are some factors that can support its success:

- Team training on self-leadership
- Clear roles, responsibilities and scope of authority
- Supportive organisational culture
- External leadership

The last point is an interesting one, as at first glance it seems counter intuitive. Why would a team practicing self-leadership need external leadership to achieve this? However, in fact an external leader can provide valuable support in the following ways:

- Creating a safe space for the team to operate within - 'protecting' them from intervention by more senior management
- Providing a link to the wider organisation and environment
- Facilitating information sharing and ensuring the team has the resources it needs
- Providing coaching and mentoring
- Providing additional direction for new team members or teams that have yet to build their self-leadership skills
- Monitoring and intervening when needed to help manage difficult relations and team dynamics

Clearly there is a balance to be found, as intervening too quickly will undermine the team's self-leadership and leave you back as a traditional manager setting tasks and running operations, but

leave things to drift too long and difficult relations or a lack of support could leave the team ineffective and demotivated.

As ever, leadership is a balancing act and requires judgement, emotional intelligence and flexibility in order to adapt to changing circumstances and the needs of the team. A crucial point however for self-leadership is the need for the leader to change their perspective and goals from just achieving the best result for the task at hand (which may be easier in the short-term if you dictate how it is done), and building a team that is effective, empowered and self-supporting in the long-term.

So, self-leadership can be a valuable practice both individually and more widely and hopefully gives you some food for thought about the longer-term goals for you and your team and how you can best support them to be achieved.

Best wishes

Meike Beckford

With thanks to [Lancaster University Management School](#), and the whole Executive MBA team and cohort.

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

BEING BETTINA'S DAD. COMING OUT OF LOCKDOWN (IN WHITBY) – We Did it!

Steve Raw [www.leadershipintheraw.org](#)



Bettina and her big sister Jennifer together on holiday. picture courtesy of Jennifer Raw

“We did it We did it” Bettina announces as she dives on to her bed, immediately upon arrival at our hotel in Whitby for an annual week’s holiday with her family. Bettina had captured all emotions we had probably bottled up over the last 6 months. We had done it, not just for ourselves but especially for Bettina. I must admit this had been a huge worry for her parents and her big sister Jennifer, especially after our holiday in June had to be cancelled due to ‘lock down’.

Related: ‘My Happy Place’ <https://leadershipintheraw.org/2016/09/12/my-happy-place/>

Even after living with Bettina for over 32 years, a woman who copes with autism and a learning disability, we are still understanding how she perceives her world. We knew she enjoyed her holiday in Devon each year, however, until this year we had not appreciated just how much. Bettina was visibly upset when she realised, she was not going in June. After all, Bettina had entered it on her calendar. Joyce, her mum and 'Bettina's whisperer', did her best to explain.

Related: 'Bettina's Whisperer' <https://leadershipintheraw.org/2016/04/21/being-bettinas-dad-and-being-married-to-bettinas-whisperer/>

Just to emphasize what her annual visit to the North East coast meant to her, Bettina picked up a cushion with a Whitby scene printed on it and kissed it whilst giving me eye contact **"Whitby August You Promise"**. What on earth would I say if we couldn't go? I would feel I had let her down again.

The sense of relief was immense as we drove across the North Yorkshire moors and Whitby Abbey came into view. **We did it!**



The Raw family rocking the face coverings look - Picture courtesy of Jennifer Raw, Masks hand made by Joyce Raw

Bettina's lessons in resilience that continue to help her

1. 'Always having the end in mind' – where Bettina wants to get to. Bettina made a statement by writing the dates of her holiday on her calendar in her bedroom. 'B' has already bought a new calendar for 2021!
2. Bettina looks for opportunities which boost her self-esteem, this helps her recover from setbacks such as her June Holiday being cancelled (she sat down and immediately completed 6 jigsaws!)
3. There is a generalisation that people with autism can't cope with any change. While routine is important, and some things are important which don't change (such as the week she has in Whitby) there are small changes Bettina can cope with, providing we put in place the appropriate support and preparation. This is something her family work on as a team.
4. Bettina has had a lifetime of: 'Adapting and Overcoming' which we believe helps her resilience.
5. Knowing that no matter whatever happens, Bettina knows she is loved.

Five ways we have supported Bettina coming out of lockdown

1. Bettina has several notices on her bedroom wall which lists all the places she likes to go and the activities she is involved in. At the beginning of lockdown, they were all 'closed'. Since early July, Joyce has changed these to 'open' so that Bettina sees progress and can see she is slowly getting her life back. The Garden Centre she works has just 'opened'.

2. 'Patience' is the watch word of coming out of lockdown. Joyce patiently works with Bettina and her PA (Donna) so that we take safe risks when it is right for Bettina.
3. Finding new opportunities for Bettina's week. Covid19 can be an opportunity to do something different.
4. Ensuring Bettina feels she is part of our 'team' because as a family we are all dependant on each other. Bettina brings so much to our family dynamic and it is important to us she knows this as we plan our way out of lockdown
5. Having fun, irrespective of the situation or crisis.

Five ways we will go on keeping Bettina safe

1. Managing Expectations – Bettina is super keen to go on a steam train on her holiday. We didn't think it was probably safe to do so this year, but 'B' knows she will be doing this in 2021 (she has already reminded me several times)
2. Adhering to rules when others don't – it is about maintaining our standards. The Raw family have been wearing face masks from the outset of Covid19 – we like to think it is about being ahead of the game.
3. Risk Assess – Our hotel is wonderful, it must be as we have been going there for the last 17 years, but this year I checked into their Trip Adviser pages as well as Instagram to see what measures they had in place. I was extremely pleased to find they were more than Covid19 ready since reopening.
4. Staying Healthy and Fit. Throughout my Covid19 series of blog posts about Bettina, I have highlighted our support to Bettina to maintain her fitness and her health. We have always focused on this but now more than ever as we can see the benefits both physically and mentally.
5. Normality. At the end of our holiday I was told we brought normality to everyone at our hotel – what a compliment.

We have been going to Whitby for 17 years, the same week, the same hotel and often seeing the same guests, but after Covid19 this year, I think is the best holiday we have had so far.

As I type this post, I hear Bettina giggling in the next room, she is still buzzing from her holiday experiences. Here are some Instagram pictures Bettina's holiday:

<https://www.instagram.com/stephenraw6/>

So, as we come out of lockdown together as a family, we just want to say to you, Bettina **'You did it'**. We are so proud of you.

This blog post is dedicated to:

Parents

Carers

Families

You!

Who have made so many sacrifices and faced so many challenges for the people you love during Covid19

Steve Raw

How to get the best out of folk

By Roger Whalley Trustee/Non-executive director of Aspire Living



Last month I wrote about how to look at the people you manage and try to find out who and what they are so that you can manage them more effectively. I mentioned “Different strokes for the same folks at different times. That’s because we all change; life changes; our needs change; our environment changes. Just look at the changes we have had to cope with over the last few months. In life some changes are initiated by ourselves and some by the environment that surrounds us; at work; in our home; the way we travel; and many other ways.

When my life changed, I told you about my Epiphany moment when I decided that there was something more in my life, I realised that I had to start learning again. I was too old for school and probably too old for university and too involved in my new life at work to consider the Open University, so I started to read. As I travelled instead of reading the latest thriller I read “self-improvement” books. The “One Minute Manager” series is an example of this.

One of the problems with learning by reading is that you have got to have time and the right environment. I found this in hotel rooms on my own and on planes where there was minimum disruption. I started to learn the skill of managing people and became very interested in the art of Motivation, a very misunderstood word.

In order to motivate people, you have to know what motivates them. We are all different and what motivates us is different. That’s why I started this series of articles with the One Minute Manager and *Different strokes for different folks*. Until you know what motivates people you cannot learn how to motivate them. I also mentioned *Different strokes for the same folks at different times*. Life changes; people change; the world changes.

One of the books I read was by a guy called Abraham Maslow called “The Hierarchy of Needs”. Although I often suggest that you read some of the books, I recommend I can’t recommend that you read this. It’s really hard going so I’ll try to explain to you what Maslow meant.

His theory was that the things that motivate people change as everything in life changes. He described his hierarchy of needs as a sort of pyramid with the most important needs at the base of the triangle and the least important needs at the peak. Although I used the word important it does not really describe the importance of the needs at the top. It changes in importance as some of the needs at the base are fulfilled.

At the base of the pyramid are the basic needs of subsistence; of life itself and of survival. For a homeless person shelter, warmth and food are the basic requirements and you can motivate that person by fulfilling those needs. For example, if someone joins your team after a period of unemployment then their first motivator is their first wage packet when they can pay their rent, buy

food and have some form of heat. Once they have received their salary for a few months they become reassured that their safety is not threatened it no longer becomes a motivator.

This is why money is never a satisfactory motivator. You give a guy a raise and for the first month they enjoy having the ability to splash the cash, it simply becomes the norm. If you think that you can keep them motivated by giving them another rise then the same thing will apply. You now need to move up the pyramid "*the hierarchy of needs*".

There basically five levels of motivators which become harder to achieve as you move up the pyramid. The five are; physiological needs (food, water); safety; love and belonging; esteem and self-actualisation. The first two are pretty easy to understand, we've given the person the means to keep warm and fed and then by paying the following month's salary we've started to give safety; the reassurance that their job is secure. It used to be said, partly in joke is hope that the best motivation was "They get to keep their job". Well, we all know now that this is the worst form of motivation.

The four-letter F word, *fear* is no way to get the best out of folk. All that does is make them defensive, unhappy, resentful and possibly aggressive. Studying the *Hierarchy of needs* helps you to get the best out of your colleagues by avoiding fear and confrontation. In fact, it's a fun way of motivating, fun for you as well as your colleague because it makes everyone happy.

The third level in our pyramid is love and belonging, when I refer to love I don't necessarily mean you've got to give the person a hug although that can work in certain cases. At Aspire we're very fond of hugs. Karen our CEO gives everyone a hug as often as she can. It does make us feel wanted as Trustees. There are some really simple ways of expressing love and belonging. For example, making sure the person has a name badge with their job description and making sure they really know that they play a valuable part in our collective success. Going back to my sporting analogies I can remember to this day when I was presented with my jersey with a number on the back when I was promoted to the first 15 at school.

The fourth level is esteem. That's the step on the road towards promotion. If you share some of your responsibilities with your colleagues you are showing that you trust them and are happy to share these with them. It is at this fourth level that many of your colleagues will peak out. That will mean that you have constantly to find new ways of building their self-esteem and their value to you and the team. A major part of motivating is team-building and by that I don't mean all going out into the forest and shooting paint-balls at each other although that might work in some scenarios. However, it never worked for me. I always used to hide in the woods for a crafty fag. Not these days I hasten to add.

The fifth and final level is self-actualisation. Another word for this is ambition. Do you feel safe working with a guy who wants your job? There are not many people who achieve this level of need. The largest number are satisfied with their physiological needs being met and are happy when they can pay their bills and have a bit over for a holiday. However, you will always find, I hope, colleagues who do want to get on. These are the people who need your help with achieving their goals one of which might be your job!

I explained last month how the military always make sure that there is someone in place to take charge when a leader falls. This should also be in your mind. It might be that you are struck down by a sudden illness and one of the ways for you to get peace of mind is ensuring that there is someone who will take the tiller. The ship still needs steering even if the captain takes ill and if you can identify the right person to take the helm and make sure you develop them. This will motivate them and not diminish you. It's not weakness to identify someone who can do your job, it's strength!

An added benefit is that it might ease your workload and give you time to look upwards and onwards. I've seen plenty of people who have been trapped in a job because their bosses can't see who will replace them. If you want to get on then you've got to help someone get on behind you. This diagram of Maslow's thinking can help you to understand that management is also about teaching and training. Try it, it might work!



Next month I will look at how you can implement Maslow and The One Minute Manager

Good Luck

Roger Whalley

“Take responsibility for your own energy; where you left it, how you share it and where you get it from”

Elysia Skye

Do not compare yourself to others. Unless of course...

Time to read: 21 seconds

Dear Steve

Do not compare yourself to others. Unless of course...

...your outcome is to be vain and bitter and very unhappy

How do you know what someone else is thinking?

Feeling?

Living?

When we compare ourselves to others, we hand our lives over to them.

If we stab someone in the back, we are in effect saying – ‘I give you control of my life for these next few words and moments’.

How do we know what it is like to be someone else?

We don't.

‘Everyone you meet is fighting a battle you know nothing about. Be kind. Always’

Various

We know from our work with The Prince's Trust that many 'celebrities' and famous people suffer fear, worry and anxiety every day.

If you are going to compare yourself with anyone, compare yourself with you.

David

(David Taylor author and broadcaster)

This is an extract from 'Bliss – How to be Truly Happy for the Rest of Your Life' co-written with Harvard Psychologist Clair Carpenter.

Attendees at Clair's and my forthcoming London Business Forum event will receive an exclusive, complimentary, pre-publication PDF copy.

David Taylor and Clair Carpenter – virtual event at The London Business Forum

How to be successful by being yourself – remove the imposter syndrome

Tuesday 15 September 2020 – 9.30am to 11.30am

Book here: <https://www.londonbusinessforum.com/event/impostor-syndrome>

We all have dreams. But in order to make dreams into reality, it takes an awful lot of determination, dedication & discipline" -Jesse Owens

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.

Barry Schwartz: The way we think about work is broken

What makes work satisfying? Apart from a paycheck, there are intangible values that, Barry Schwartz suggests, our current way of thinking about work simply ignores. It's time to stop thinking of workers as cogs on a wheel.

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

Alix Generous: How I learned to communicate my inner life with Asperger's

Alix Generous is a young woman with a million and one ideas — she's done award-winning science, helped develop new technology and tells a darn good joke (you'll see). She has Asperger's, a form of autistic spectrum disorder that can impair the basic social skills required for communication, and she's worked hard for years to learn how to share her thoughts with the world. In this funny, personal talk, she shares her story — and her vision for tools to help more people communicate their big ideas.

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

Rory Sutherland: Perspective is everything

The circumstances of our lives may matter less than how we see them, says Rory Sutherland. At TEDxAthens, he makes a compelling case for how reframing is the key to happiness

https://www.ted.com/talks/rory_sutherland_perspective_is_everything?language=en

I came across this story today called 'Swimming with Nadya' and thought it was inspirational – perhaps you could share it <https://outdoorswimmingsociety.us15.list-manage.com/track/click?u=245f3cdf374e8fd3d7927275a&id=89939214c8&e=74cb911ae8>

I found it really uplifting – I hope you do too, Thanks Laura . Laura Myatt Trust and Grants Fundraiser Thera Trust

HOW TO SUSTAIN THE GRIND

- Breathe
- Exercise 🏊
- Eat healthy
- Stay positive
- Feed your mind
- Get around good people
- Remember why you started

Brad Lea

"All men dream: but not equally. Those who dream by night in the dusty recesses of their minds wake up in the day to find it was vanity, but the dreamers of the day are dangerous men, for they may act their dreams with open eyes, to make it possible."

T.E. Lawrence, Seven Pillars of Wisdom: A Triumph

The longer we dwell on our misfortunes, the greater their power to harm us." - Voltaire

**'Men wanted for hazardous
journey. Small wages. Bitter
Cold. Long hours of complete
darkness. Constant danger.
Safe return doubtful.
Honour
and recognition in the event of
Success.'**

Advert placed in 'The Times' Newspaper, 1913 by Ernest Shackleton to join his 1915 Antarctic expedition



9 Signs You're Successful—Even If It Doesn't Feel Like It

By Travis Bradberry

If you're ambitious, you're bound to feel like a failure from time to time. Lofty goals lead to inevitable moments when you aren't yet living up to your expectations.

We live in a world that reinforces this feeling. Though most people won't admit it—other than the *'He who dies with the most toys wins'* bumper sticker—in the back of our minds, we equate material possessions with success.

It's a shame we fall prey to materialistic thinking because we certainly know better. A study by Strayer University found that 90% of Americans *believe* happiness is a bigger indicator of success than power, possessions or prestige. Digging a little deeper, 67% defined success as "good relationships with friends and family," and 60% said it is loving what you do for a living. Only 20% stated that monetary wealth determines success.

But saying and doing are two very different things.

When it comes to success, our eyes often lead us astray. It's hard not to feel like the most successful people are those with the biggest houses, the most expensive cars and the most influential friends. Regardless of what you achieve, there's always someone with more, and this can make you feel like you're losing. The problem isn't your lack of toys; it's believing that toys indicate true success.

Real success is about who you are and how far you've come. If you ever worry that you're not as successful as you should be, you may be evaluating yourself against the wrong criteria. Sometimes you just need a reminder as to what you've really accomplished in life. The success indicators that follow will help you do just that.

1. You're no longer the centre of the universe.

We all know "successful" people who act like they're the centre of the universe. It's their world and the rest of us just live in it... right? That's not success. True success requires the ability to feel empathy—to realize that other people's feelings and dreams are just as important as ours, and we cannot succeed without them.

2. You stay positive.

Hope and optimism are essential components of a happy life. If you dwell on the things that go wrong, you become bitter and resentful. When that happens, you fail—no matter what you may have achieved. Real success means always seeing the bright side and believing you have the power to make even the worst situations better.

3. You know that failure isn't forever.

You've learned that the only people who never fail are those who don't try. When you fail, you don't automatically assume that *you're* a failure. Instead, you embrace each failure as an opportunity to learn something—and then you move on. If you still struggle with this at times, know that you'll never experience true success until you learn to embrace failure. Your mistakes pave the way for your success by revealing when you're on the wrong path. The biggest breakthroughs typically come when you're feeling the most frustrated and the most stuck. It's this frustration that forces you to think differently, to look outside the box and see the solution you've been missing.

4. You keep things in perspective.

Sometimes bad things happen. It's part of life. For most of us, however, our very worst day would seem like a vacation to somebody who has real problems—like not having enough to eat or trying to survive a civil war. Locking your keys in the car—or even getting passed over for a promotion—aren't that bad once you learn to develop perspective. If you've mastered the ability to keep your problems in perspective, mark it down as a huge success.

5. You ask for help when you need it.

Refusing to ask for help, no matter how much you're struggling, is a sign of emotional immaturity. Asking for help means that you no longer feel like you have something to prove by being perfect. It shows you aren't afraid of people discovering your weaknesses and you understand no one succeeds alone.

6. You realize that life isn't a zero-sum game.

It's not a seesaw, either. Just because somebody else achieves a big success, that doesn't mean you suffer a loss in equal proportion. You just didn't win that particular time. One sure sign of success is the ability to celebrate others' achievements with sincere enthusiasm.

7. You can tell the difference between drama and excitement.

Remember the days when stable relationships were boring, and you quickly got tired of anyone who treated you as they should? If that kind of “drama” is a thing of the past, congratulations. If you prefer stability and depth to drama, you’re succeeding.

8. You no longer care what other people think.

You only worry about what other people think when you still feel like you have something to prove. Conversely, you know you’ve “made it” when you don’t worry about that anymore—when you’re true to yourself and your principles and are satisfied with your life. You know you’ve made it when you understand that other people’s opinions are just that—opinions. They have no effect on reality. They don’t change who or what you are.

9. You accept what you can’t change and change what you can.

There’s a difference between pessimism and practicality. If there’s a hurricane headed your way, there’s nothing you can do to stop it. But once you accept that the hurricane is coming, you can start working to mitigate its effects. If your company downsizes and you get laid off, every moment you spend in denial just delays whatever is waiting over the horizon. You’re able to move on only when you start exploring your options and making plans to change what you can. Taking responsibility for changing the things you don’t like about your life is one of the biggest indicators of success.

There’s no sense in feeling like a failure just because you think you should have a better job, a bigger house or a nicer car. Real success comes from the inside, and it’s completely independent of circumstance.

“Focus on the core problem your business solves and put out lots of content and enthusiasm, and ideas about how to solve that problem”

Laura Fitton

How to Build Hype

- Be different. You won’t stand out if you’re just offering the same as everyone else
- Address your customers’ needs. Think about their life and why it’s not complete without your product
- Restrict availability. People want what they can’t have – limited editions while stocks last
- Tease before you please. Drip feed hints about your product before launch to pique interest
- Get out there and talk. Find out who the trendsetters are and give them an earful

Source: MT Management Today

Creating a Legacy

Who wouldn’t want to make a mark on the world, to be remembered for making it a better place? The late Jim Rohn – a legendary motivator who is often (still) featured on Success CDs I listen to is remembered that way.

Here are his nine philosophies for helping you do the same.

1. **Life is best lived in service to others.** How can you help your family, co-workers and friends?
2. **Consider others' interests as important as your own.** People usually look out for No1, but the way to leave a legacy is to also look out for others.
3. **Love your neighbour even if you don't like him.** Liking people has to do with emotions. Loving people has to do with actions. When you love them and do good by them, you might begin to like them.
4. **Maintain integrity at all costs.** There are always going to be temptations to cut corners. Don't do it. Do what is right all of the time.
5. **To improve, you must take risks.** When we risk, we gain. And when we gain, we have more to leave for others
6. **You reap what you sow.** What you give, you get. Decide what you want out of life and then share it.
7. **Hard work is never a waste.** Give your all during your time on Earth
8. **Don't give up.** Those who succeed don't stay down when they fall
9. **Keep going.** There is always time to do more and achieve more, to help more and serve more, to teach more and to learn more

Source: USA's Success Magazine

Related: 'Being Bettina's Dad – Leaving a Legacy'

<https://leadershipintheraw.org/2017/10/03/being-bettinas-dad-leaving-a-legacy/>

<p>"Although the world is full of suffering it is also full of overcoming it" - Helen Keller</p>

E – MAIL RULES

- Do be polite and friendly
- Do be concise and logical
- Do write grammatically and use the spell-check option if there is one
- Do write short paragraphs and leave spaces between them
- Do answer questions properly in replies
- Do read the e-mail before sending
- Don't write in capitals
- Don't use abbreviations as recipients may not understand them
- Don't use the words 'urgent' and 'important'
- Don't be familiar unless you know the recipient well
- Don't make libellous, obscene or offensive remarks

Some Recruitment Tips from:

SHACKLETON'S WAY OF SELECTING AND ORGANIZING A CREW

- Start with a solid core of workers you know from past jobs or who come recommended by trusted colleagues
- Your No2 is your most important hire. Pick one who complements your management style, shows loyalty without being a yes-man, and has a talent for working with others.
- Hire those who share your vision. Someone who clashes with your personality or the corporate culture will hinder your work.
- Be a creative, unconventional interviewer if you seek creative, unconventional people. Go deeper than job experience and expertise. Ask questions that reveal a candidate's personality, values, and perspective on work and life.
- Surround yourself with cheerful, optimistic people. They will reward you with the loyalty and camaraderie vital for success.
- Applicants hungriest for the job are apt to work hardest to keep it.
- To weed out potential slackers, choose workers who show a willingness to tackle any job, and will take a turn at the unpopular tasks.
- Hire those with the talents and expertise you lack. Don't feel threatened by them. They will help you stay on the cutting edge and bring distinction to your organisation.
- Spell out clearly to new team members the exact duties and requirements of their jobs, and how they will be compensated. Many failed work relationships start with a lack of communication.
- To help your team members to do top-notch work, give them the best equipment you can afford. Working with outdated, unreliable tools creates an unnecessary burden.

Source: 'Shackleton's Way' Margot Morrell and Stephanie Capparell

Sir Ernest Shackleton was a Polar Explorer at the beginning of the 20th Century

A simple but powerful rule: always give people more than what they expect to get.

Nelson Boswel