

LEADERSHIP and ENGAGEMENT

October 2020

(Established 2006)

Welcome to this month's edition. Highlights include:

Celebrating Black History Month, we start our publication with '**Leadership Tips to Get Started with Racial Equality**' from the Black History Month website.

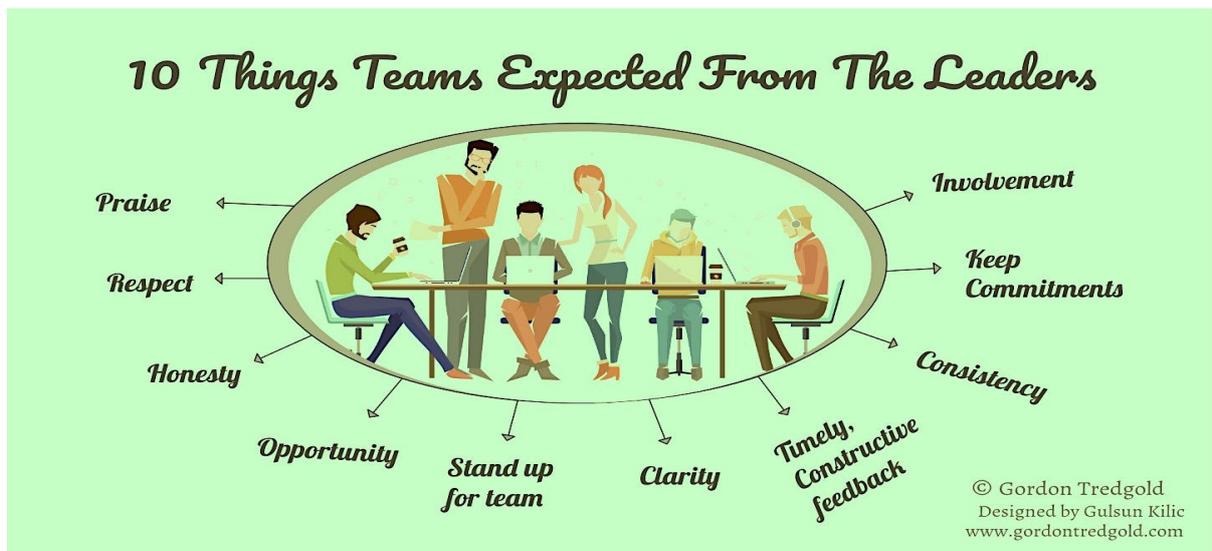
From our Resilience Coach: Damian Piper '**Braking habits or beating the blips?**' exploring the subject of habits. Thanks Damian I have a few of these blips I need to beat.

A new article in Roger Walley's exclusive series for the 'Leadership & Engagement: **'Good old Maslow'**. Another terrific piece thanks Roger.

Matt Bindon from Thera Trust helped us to provide a focus on World Mental Health Day (10th October) with: **How we can maintain our well-being & mental health**. I found this helpful Matt, thank you.

The final article in this month's edition is one from me: '**Anticipate your way to success**'.

From one of my favourite thought leaders Gordon Tredgold on Twitter @GordonTredgold:



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!

Steve Raw FInstLM, FCMI, GCGI Email: steve.raw@thera.co.uk

Blog: www.leadershipintheraw.org

Instagram: @thera.leadership and @stephenraw6

Twitter: @SteveRaw836

LinkedIn: <https://www.linkedin.com/in/steve-raw-72454721/>

It's not about how good you are - It's how Good You want to be

Leadership Tips to Get Started with Racial Equality

The recent protests that have sparked the global debates around diversity and inclusion, and with institutional racism being a key focus of conversations, how can leaders develop and develop truly equitable workplace environments, whilst putting a better focus on increasing racial equity?

The shifting focus on diversity and inclusion has meant that racial inequality and systemic racism, has been brought to the forefront of the world's consciousness. How to get started with promoting and embedding racial equity however, may not be as easy as it first appears. With the eyes of employees firmly fixed on leaders to lead the agenda for their organisations, leadership must deliver strongly against the agenda.

The recent protests that have sparked the global debates around diversity and inclusion, and with institutional racism being a key focus of conversations, how can leaders develop and develop truly equitable workplace environments, whilst putting a better focus on increasing racial equity?

Is Increasing Tolerance Enough?

Increasing tolerance around race is a start but Black employees don't merely want to be tolerated within the workplace or, within society! The constant, often subtle remarks and ridicule suffered by Black and Brown employees, have a negative impact on job satisfaction, personal development, mental health and personal life that perpetrators cannot begin to understand.

Since the death of George Floyd, the focus on race and racial inequality has been underlined as a key concern in the workplace, but how can the workplace be changed to develop an environment, where microaggressions are marginalised, systemic racism removed, and black employees are enabled to operate on an equal footing as their white counterparts?

Leadership Responsibility

There has been a resurgence of the issue of race and race inequalities, and concerns have been raised around the reticence of organisation to consider race equality within workplace diversity and inclusion agenda.

Whilst many organisations have made statements around diversity and inclusion over recent months, statements and rhetoric around race inequality and systemic racism, this is not enough to promote equality, and is certainly not going to rid organisations of it.

As leadership moves forward to address these concerns, it should be noted that many are using their Black employees in ways that make many feel uncomfortable with. We should be clear that this is not your Black employees issue to fix... it is yours!

Systemic racism rests at the heart of organisational process and functions and whilst it is perfectly proper to engage with Black employees to assist in developing inclusive processes, it is not their place to fix systemic racism.

The concerns and issues surrounding racial inequality are systemic and must be driven by leadership action. Compelling Black employees to drive the diversity and inclusion agenda, has long since been a tact for organisations to tick a box, and give the appear that progress is being made. It is leadership responsibility to drive workplace inclusion, and support equity within the workplace.

This includes ridding the workplace environment of microaggressions and other behaviours, both personal and systematic, that reinforce inequality.

Where to start

Starting your leadership journey on race equality and diversity and inclusion more generally, is going to take a strategic approach. Here are 5 tips that leadership can use to begin creating a racially inclusive, and supportive workplace environment.

1. Call On The Experts

Racial inequality didn't start overnight and it certainly did not begin with the death of George Floyd. Racism is systematic and pernicious and requires expert knowledge and help to build a strategy to combat it.

If you are going to take action on diversity and inclusion and racial equality, consider the merits of getting professional advice and support.

2. Advance your Own Learning

Leadership will require up to date and effective training on diversity and inclusion. If you are going to drive the agenda, it makes sense that you gain knowledge around what it is all about. Make sure that training includes instruction on leadership responsibilities around legislations as well as corporate governance. It's an important aspect of leadership roles!

3. Become More Inclusive

Inclusive leadership is a plus when it comes to getting it right. Organisations that are more inclusive at leadership level, benefit by having a more inclusive approach to decision making. It's not just about having people of colour on the leadership team, it's about enabling these leaders to have a voice. Inclusive leadership adds immense value, and helps to develop, and increase cultural competence.

4. Develop a Long-Term Strategy

This is not a tick box exercise. Your strategy needs to be long term and feature development for leadership, recruitment, human resources and talent management, amongst others. Your strategy must be about removing barriers where they are found, as well as developing organisational culture and behaviours. A quick fix approach to getting this right will not work.

5. Measure Monitor and Evaluate Progress

Just like other projects across the business, progress should be monitored and reviewed on a regular basis. Consider who is leading the agenda across the various functions of your organisation and schedule in time for them to updates regularly.

You may also consider making diversity and inclusion a standard part of your performance review structure so that you can measure how all employees are progressing.

These 5 tips can help leadership teams to begin to think about starting to build a more racially inclusive and equitable organisation. Failure to develop a racially inclusive workplace will, over the longer term, expose an organisation to challenges with brand image, recruitment and harm potential sales and market share.

Getting it right is more important than tick boxing a way out of it.

Carmen Morris is a diversity and inclusion consultant and Managing director of Kenroi Consulting. She is also a speaker on inclusion and a contributor on leadership and diversity and inclusion on Forbes.com

Source: Black History Month 2020

<https://www.blackhistorymonth.org.uk/article/section/careers-advice/leadership-tips-to-get-started-with-racial-equality/>

"Beauty is about living your life, being happy with yourself inside and out, and not worrying about what people think of you." ~ Unknown

Braking habits or beating the blips?

Damian Piper

I hope this finds you all in as good a shape as possible in these uncertain times.

Over the last few months, I've been exploring the subject of habits. There's plenty of material out there on habits. I guess it's probably not that surprising as there's quite a demand for either developing a new habit or getting shot of one that you don't want anymore. One of the things that I've had reinforced from my research is that whilst there's a lot written and talked about habits there's still plenty of contradictory views.

One thing I came across in two areas of research was the subject of blips or slip-ups or falling off the wagon. Essentially someone setting out on new habit creation and reverting back to an old way of doing something or not doing the new thing they want. It's odd, isn't it? Our brains tricking us that because we have slipped up, we might as well abandon all the good work we have done to date. Rationally that doesn't make sense to me. But I've certainly fallen foul of this situation myself over the years.

So how do we put ourselves in a stronger position to keep that habit-building going. In some ways it so simple – just not easy. Accept you are going to fall off the wagon before you start. Give that event a specific name. I've been calling mine blips. So, if after 9 days of habit building on eating healthier you find yourself in the McDonalds drive-through, record it as a blip and carry on to day 10.

Clearly, this won't work if you treat this approach as a free pass to just do what you want. However, there appears to be something rather beneficial of carrying on with the rising number of days as opposed to reverting back to zero. A subtle commitment with

yourself that feels easier to keep when for whatever reason you have had a motivation setback. And that's the point. Your motivation is likely to dip. Incorporating the blips strategy from the outset recognises this and gives you an approach to draw upon before you need it.

Give it a try if you want to build a new habit and have been struggling to build momentum. Before long you might just find you no longer suffer the blips. But like the person learning to walk a tight rope, the confidence grows when they know they have a safety net they are can rely on.

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.



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“The time is always right to do what is right.”

Martin Luther King Jr.

Good old Maslow

Roger Whalley

He focussed my mind on the ways to motivate folk. I must confess that before I read the Hierarchy of Needs and indeed the One-Minute Manager I felt that the only way to motivate people was by giving them more money or shouting. I failed mightily because at both ends of the spectrum I failed. By giving more money which weakened the profits of the business and by shouting because I was expressing my frustration and inadequacy,

You've got to know what makes people tick; what turns them on; what will get them to deliver a performance that meets your needs as well as theirs. Most people when motivated correctly can and will deliver an enhanced performance. Sometimes the best motivation comes from observing the performance of others; their peers; the people they admire. If I can see that something is attainable then maybe I also will strive to achieve it

Take for example the 4-minute mile. For years it was a target that many thought was impossible to achieve. How could a man run a mile in under 4 minutes? That can't be done. Until. A junior doctor called Roger, not me, but Bannister, in Oxford at the Iffley Road track on the 6th May 1954 ran a mile in 3 minutes 59.4 seconds. The world cheered. It was not achieved at one of the world's premier sporting venues but at a college track. However, it was achieved with detailed planning.

He and two friends planned that if one of the friends paced him for the first two laps, the other for the third then on the fourth lap he could let rip on his own and achieve the unachievable. History was made that day but how long after this momentous event did another person run that fast? 5 weeks! John Landy an Australian athlete beat Bannister's record. Since then many athletes have run the mile in under 4 minutes. I wonder if it was because they now believed that it could be done.

If you think that something can't be done, then it is very difficult to be motivated to try. "We can't do that" is a phrase that I have heard many times. If folk find it hard to try the impossible then forwards motion will not be achieved. There's another phrase that I have heard frequently. "We tried that years ago and it didn't work". OK, so it didn't work then but what might have changed in the meantime that could help us to achieve it now.

Both of those sentences and the example I have illustrated above are really about self-motivation but how can you possibly motivate others if you can't motivate yourself? It really takes a great effort to get out of bed in the morning. It's cosy and comfortable and you still feel a bit snoozy, but you get up and get dressed and go to work because you motivate yourself to do it. So, maybe what motivates you could motivate others?

There are many elements of motivation. Reward, praise, recognition, all of these can motivate people but what you must first decide is what will have the most lasting effect?

Reward. Consider a weekly paid staff member. A monetary increase will motivate them in the first week they receive it because it enables them to do something that they could not afford to do the previous week. But look 2 or 3 weeks down the line, the rise has become the norm will no longer motivate.

Praise. Everyone loves to be praised, even my dog responds to a "well done" and a pat on the head. Well, you probably can't do that to a colleague. It might be taken the wrong way. But continuous praise and recognition of a job well done can have a lasting motivational effect. It can be hard to achieve long term benefit because as with the reward technique it gets to be the norm.

Recognition. A promotion, more responsibilities, even a new name badge can have a motivational effect. I remember once going to a boss and asking for a rise. He was a canny guy and listened carefully to my plea. After a short while he said, "I can't give you a rise this month but get some new business cards printed with Sales Director on them". I walked out of his office on cloud 7, I was now Sales Director. I got my new cards printed and proudly gave them to my customers when I visited them. It was only at the end of the month that I

realised that I had been conned. OK, so I was Sales Director, but it wasn't any easier to pay my bills.

There are other motivators but not one single one will work on its own. You must constantly vary your approach. A little bit of praise, a little bit of recognition, a little rise in salary will help you to get the best out of people. I often use the military as an example of management techniques. You can get a guy to get to work on time, but how do you get them to die? I was born just before the start of WW2. My dad was a car salesman who was conscripted into the army in 1940 when I was 9 months old. He went to Burma and didn't come back to England until 1946 when I was nearly 7. What motivated him to go into the jungles of Burma? Pride? Loyalty to his country? It certainly wasn't money.

It's most unlikely that my readers command a platoon of soldiers, but maybe you do manage a team of people. Human beings come in a range of models, a bit like a range of cars. We have 2 doors and 4 doors, manual and automatic. What will motivate one may not motivate another. It's a very rare manager who can apply the same motivation to their team and get the same results. And that brings in another problem and another 4-letter word, fairness. That takes us back to "The One Minute Manager". *Different strokes for different folks* and *Different strokes for the same folks at different times*.

If you can get to understand what motivates individual members of your team as well as what will motivate them collectively you will get to understand how to apply those motivators. That probably comes down to a single thing, communication. Maybe also understanding. And the most important element of communication is listening. God gave us two ears and one mouth, use them in that order. Listen to your troops; get to know them; understand their needs; what makes them tick.

What works for one maybe won't work for another. There's no catch all solution so you have to be flexible. Be prepared to respond to what you hear from your team. It's a bad manager who thinks they have all the answers. The best manager's try to work on the shop floor with their team as much as possible. You can't learn about your team sitting behind your desk. Go out on assignments with folk. Do it frequently so they don't think you are checking up on them. Make it a regular occurrence so they feel comfortable doing their job with you alongside them.

Just a final comment. I have noticed over the last few weeks that university "freshers" seem to be having a lot of fun. I'm missing out on that so I've applied for a place at "uni" so I can get the fun back into my life. Fun, there's another 4-letter word. Fun can also be a major motivator. I have always enjoyed "having a laugh" with my team and mostly the fun has been directed at me. Take a look at how to bring fun into the workplace because without fun life is not much worth living.

Next month more on leadership, 'bye till then I'm off to "uni" for a bit of fun!

"A truly happy person is one who can enjoy the scenery while on a detour."

~ Unknown

How we can maintain our well-being & mental health

Matt Bindon

We all have different ways to help us cope with the day to day issues that arise, one of the things myself and my partner do at least once a year is to try to make time to get away for a week or so to switch off our electronic devices and refresh and fully recharge our batteries! This year we were very lucky to take a week in the lovely Highlands of Scotland just before Lockdown arrived.

As we both work in specialised therapeutic roles during our working week, whilst running classes and workshops for health and well-being (when time permits!) in our spare time, alongside our own personal training from the hours between 5.00-7.00am six days a week, life can at times seem quite busy, so getting away for a simple break is always well received and appreciated.

You may be thinking, surely this type of schedule must be too busy and/or stressful? The simplest answer to this is that the latter part of our weekly description is the key fundamental factor to not feeling stressed or mentally drained, in fact it creates the opposite!

If I explain this in a nutshell, certain exercises (both physical or meditative) that we practice release those "feel good" hormones like Serotonin, Oxytocin and Dopamine. Serotonin is responsible for maintaining mood balance/mood stabiliser and happiness, whilst Oxytocin is responsible for bonding/trust and creating those happy type feelings, whilst as a bonus, it also helps to regulate the immune system. Then we have Dopamine which is the feel-good/reward hormone which plays a big part of our unique human ability to think and plan. It helps us strive, focus, and find things interesting.

So every time I practice, these chemicals are naturally released into my body, allowing them to boost my mood, emotions, focus and mental well-being.

As with anything new, or trying to create a new habit forming type of behaviour, taking the first step can be the most difficult, so the simpler you can make this the more likely it will be achievable in the short and long term practice (as with my own habitual self-practice now of several decades, this when I first started soon became as normal as brushing my teeth).

With this, quite often when we embark on a new practice or hobby, we can be nervous or excited, and often our own minds will talk us out of what we originally set out to do, so here are a few tips to help you on your own journey.

What can we do to avoid the self-doubt or negative self-thoughts?

Let's take an example; a person decides that they want to get healthier and improve their fitness levels and decide to take up going for a short jog or run in the morning before they start work.

This person then plans to get up at 6.00am, sets their alarm clock when going to bed, but when 6.00am arrives, the person hits the snooze button and stays in bed.

When this happens, often the person can start to feel that they hopelessly failed in getting up and going for their jog, they may also start feel that they can't do it, their negative thoughts may tell themselves that they are not capable or good enough compared to someone they know or have seen on social media or in their day to day lives. They may start to tell themselves that they are lazy and they'll never be able to do it, alongside other associated negative automatic thoughts that can stop them from progressing.

When we receive these Negative Automatic Thoughts (NAT's) these can have a detrimental and psychological effect on us, as when an event or if something happens or occurs, our automatic thoughts are formed in our brains. These automatic thoughts can then determine how we think, and they can subconsciously and deeply affect our emotions and behaviours which can then often reinforce any self-doubting or false beliefs! These beliefs can then shape how we view ourselves, so we can end up having a very distorted, and often negative view of what we can achieve and who we are as a person.

In conclusion, Negative Automatic Thoughts have shown to have a strong link to depression, anxiety and other mental, emotional and health related issues. They are inarguably a source of pain, discomfort and frustration for anyone experiencing them on a regular basis.

How Goal Setting Can Positively Impact on your Mental Health!

Step 1: Identify your Goal:

Goal setting is a robust method when it comes to mental health support, and that goal achievement and the strength of this feeling are found to have a positive effect on personal recovery.

When it comes to setting goals, it's important to 'hone in' on what you really want. When setting goals, it's a good idea to be more specific, rather than general. Being specific will help you fine-tune your goal. For example, many people try and set goals that are too general such as "I want to get healthy." A better goal would be something much **more specific** like "I am going to improve my diet by eating more fresh foods and produce and I want to accomplish this by November 1st of this year."

Step 2: Choose a starting point:

Be clear in your mind when you are going to start on your new venture. Think practically and logically when you will begin. Write it on your calendar, stick on your fridge, and don't the NAT'S talk you out of it!

Step 3: Identify the steps required to achieve the goal:

Remember, small goals and small steps to begin with is one of the best ways to succeed in what you want to achieve. Be realistic about what you can do both physically and mentally, but don't let the NAT's try to stop you or get in the way (remember that is their job!)

Step 4: Take that first step and get started:

When taking action into new directions, it is natural for difficult thoughts and anxious feelings to arise. You can use some simple mindfulness skills to help decrease the struggle

with any troubling thoughts and feelings. In this way, **negative thoughts and feelings will have less impact** in stopping you from achieving your goal or achievement. This will also allow you to develop more resilience to the potential damages that prolonged negative thoughts, anxiety and stress can cause.

To help you on your way try using the GROW Acronym as a way to mentally plan what you want to achieve.

G – Goal

R – Reality

O – Options

W – Way Forward

G stands for Goal.

Why do you really want this goal?

How important is it for you to achieve this goal?

R stands for Reality.

As you get further into your goals it's also imperative to be realistic.

Try and ask yourself what is happening in terms of your goal at the present moment.

What kinds of action have you taken in support of this goal?

O stands for Options.

What other options have you explored in terms of achieving this goal?

W stands for a Way forward.

What will you do once you have achieved this goal?

By planning out and aiming to achieve your Goals step by step, little by little, whilst consciously trying to minimise your Negative Automatic Thoughts, you will be able to start to create an improved sense of clarity and well-being for yourself.

My teacher used to say to me, *“the heaviest burdens that we carry are the thoughts within our heads!”*

Good luck on your journey!

Matt has worked in the Social Care setting for 34 years, alongside being a qualified/certified teacher in traditional internal Chinese health and well-being martial arts practice for 37 years.

What leadership means to me:

“There are lots of good things in the world, but I’m not sure that comradeship is not the best of them all-to know that you can do something big for another chap”

Sir Ernest Shackleton

This month's online presentation picks:

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

1. Reshma Saujani, the founder of Girls Who Code.

https://www.ted.com/talks/reshma_saujani_teach_girls_bravery_not_perfection?utm_source=linkedin.com&utm_medium=social&utm_campaign=tedsread

For parents of girls an interesting watch on the socialisation of perfection in girls and how to make your daughters brave [#inspireothers](#) [#societyandculture](#) [#professionaldevelopment](#)
Karen Hedger, Director from Bright Selection <http://brightselection.co.uk/>

2. Simplifying Complexity – Eric Berlow

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

Ecologist Eric Berlow doesn't feel overwhelmed when faced with complex systems. He knows that more information can lead to a better, simpler solution. Illustrating the tips and tricks for breaking down big issues, he distills an overwhelming infographic on U.S. strategy in Afghanistan to a few elementary points.

3. The Anti-CEO Playbook – Hamdi Ulukaya

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

Profit, money, shareholders: these are the priorities of most companies today. But at what cost? In an appeal to corporate leaders worldwide, Chobani founder Hamdi Ulukaya calls for an end to the business playbook of the past -- and shares his vision for a new, "anti-CEO playbook" that prioritizes people over profits. "This is the difference between profit and true wealth," he says.

8 Daily Habits to Build Your Mental Strength

By [Casey Imafidon](#)

One of the determinants for success and leadership is mental strength. To be a peak performer and attain excellence in any field, you need desire, effort and discipline. This goes beyond acting tough; you have to be willing to work hard and persist even in the face of struggles.

Related: [15 Qualities of Mentally Tough People](#)

Mentally strong people are willing to seek strength and fortitude by building themselves up every day. Here are eight daily habits that can help you build *your* mental strength.

1. Be willing to learn.

We live in the Information Age, yet not everyone is taking advantage of all the opportunities it presents for learning. Mentally strong people do not see learning as a tedious process, but as an essential routine to develop their mental strength. You have to view learning as a way to improve yourself and as a way to surge ahead in a highly competitive world.

2. Be willing to adapt.

Change is a constant factor in life; you have to learn to deal with it because nothing stays the same. It takes mental strength to be flexible and adjust to outside circumstances. You cannot afford to play the blame game or complain about imperfect situations, so learn to work toward solutions regardless of changing circumstances.

3. Be a giver.

Adam Grant, Wharton professor and author of the best-selling book *Give and Take*, believes that giving is an essential part of becoming successful. It takes mental strength to give or to want to go the extra mile for someone without expecting anything in return. Focus on adding value and contributing to the world.

4. Think outside the box.

Mentally strong people forge their own paths. Sometimes you need to be creative and think outside the box to reach your goals—to get out of your comfort zone or take an unfamiliar route. What is essential is that you are solution-oriented and see problems as opportunities.

5. Believe in yourself.

If you do not believe in yourself, who will? It's not about what others have to say about you; it's what you have to say about yourself. We all face challenges on a daily basis, but when you are firm and resolute about your desires, you will achieve the things you want most.

6. Be responsible.

Your successes and failures are on you, not anyone else. Although some people prefer to blame others, you become mentally strong by admitting errors and taking responsibility for the challenges you face. Show others what needs to be done instead of retreating in fear and take pride in overcoming your daily encounters.

7. Be self-aware.

The right questions offer the right answers. It takes mental strength to understand your emotions, strengths and weaknesses. Even when you are having a rough day, you are aware of what you need to do to find peace. Assessing your emotions and knowing yourself can help you retain a calm attitude even during times of crisis.

8. Assume control.

In a fast-paced digital world, there are countless distractions. According to Neil Patel, entrepreneur and digital strategist, "We live in a time when we are constantly being marketed to through several media. The future belongs to those who can assume control." Mentally strong people rise above negative situations and time-sucking distractions.

Related: [13 Things Mentally Strong People Don't Do](#)

Casey Imafidon is a full-time writer. He blogs about happiness, success and relationships. He has been featured on Inc.com, Addicted2Success.com, ThoughtCatalog.com and many more. Feel free to connect with him on [Twitter](#) and [Facebook](#).

Source: USA's Success Magazine

To the man who only has a hammer, everything he encounters begins to look like a nail.

Abraham Maslow

Anticipate your way to success

Steve Raw

Lying awake looking at the ceiling in our flat (in West Berlin in the late 1980s) I can hear Bob in the flat above ours 'stamping' around. Bob is a big bloke with big feet and we like him because he is the General's driver and when you hear him running around in the early hours, you know Operation 'Sugar Horse' is going to be called by his General in the next hour or so.

Then I hear banging on our front door. A young soldier is shouting 'Sugar Horse' 'Sugar Horse'. Nothing gave me more pleasure or amusement than opening the door: wide awake, fully dressed and ready to go, than seeing the surprised look on the soldier's face. He looks disappointed as it was supposed to be a surprise and secret call out. I had anticipated and I was ready (with a little help from Bob of course). Anticipate, Anticipate have always been my watch words. As a leader you need to anticipate what is likely to come your way so you are prepared. Anticipate your way to success. Operation Sugar Horse to be cont.....

For me Anticipation is about:

- For Sugar Horse my bergen and webbing were always packed and ready with enough kit to last me for a week. It was stored in our wardrobe in our bedroom, ready to be grabbed at a moment's notice. What is it that you can prepare now for your next anticipated situation?
- **Recognising Trends and Patterns.** We recognised the trend and pattern of Bob stamping around in the flat immediately above ours, I had done some discrete checking and found out that Bob was the General's driver, he would be called out to pick him up and take him to the Brigade Headquarters so he could 'press the button' to start the operation. It happened the same way every time. I think you can also anticipate by recognising people's patterns of behaviours and the trends within your organisation and the organisations you work with too.
- As soon as I arrived in our flat in Berlin I worked out the quickest route to the Barracks and timed myself by running with full kit on so I knew how long it would take me and also how I would feel when I got to my destination.
- **Reflecting on the Past to Anticipate the Future.** I had previously been part of similar operations in another part of Germany such as 'Sugar Horse' albeit over 10 years before, so reflecting on how I previously reacted, behaved and acted, helped me anticipate what was needed to be successful.

- ‘Plans are nothing; Planning is everything’ – Dwight Eisenhower. You have anticipated the situation, what are you planning to do about it?
- **Now work out your plan!**
- Reflect Well done! you anticipated the situation but what did you learn from the experience? After each ‘Sugar Horse’ no matter that I anticipated the call out, there was always something I thought I could have anticipated better: a need, an action or even behaviour for the next time. Always be looking for the clues!

“The one who anticipates the action wins. The one who does not, loses”

Jeff Cooper

Five Questions to ask yourself in anticipation:

1. Is there something heading your way that you recognise? I have a belief that there is nothing new, only events which repeat themselves.
2. **What am I hearing? Listen, really listen.** What are people’s conversations telling you?
3. **How does the atmosphere feel around me?** Test the temperature in your home and work environment – is it hotting up? If it is, is there is an ‘event’ coming your way?
4. **Have I looked ahead in my diary recently?** Not just for next week but 3 months and 6 months.
5. **What can I do today that will save me time tomorrow?**

Sugar Horse continued.....“Thank you so much I am on the way” I did not bother to wait for a vehicle to pick me up to take me to the barracks, as it was only a 20 minute run and the competitive streak in me wanted to be the first in. I am not sure how long we will be away (they never tell you) but Joyce has also ‘anticipated’ ‘Sugar Horse’. Joyce had said only the other night, “Steve you haven’t had a crash out for a few months, so I have made you some sandwiches to take with you when they come banging on our door” and added “Try not to make too much noise on the way out otherwise you will wake our girls” (they were babies at the time but they could already express their feelings, if they were unduly disturbed). “No worries Joyce” I had already anticipated that, “I will put my boots on after I close the front door”.

“There are two ways to face the future. One way is with apprehension; the other is with anticipation” Jim Rohn

Steve Raw www.leadershipintheraw.org

