

LEADERSHIP – COACHING AND MENTORING PACK

November 2020

(Established 2006)

Welcome to this month's edition. Highlights include:

“Establishing an effective Way of Working is a critical part of staying connected with people and helping ourselves to be resilient.” During Covid19. Damian Piper, our Resilience coach, helps navigate us through these challenging times with: **‘Way of Working in challenging times’**.

I noticed a few people struggling, understandably, with the second phase of this horrible contagion and all the restrictions it brings. So, with Bettina's help, we came up with 20 tips: **‘Being Bettina's Dad – Our Personal Top 20 Tips for getting through Phase 2 of Covid 19’**. If one tip helps one person, it was worth putting this blog post together.

One of our regular contributors to the Leadership Pack is Meike Beckford with her **Highlights from an MBA** series. Meike has not only successfully completed her MBA but did so with a Distinction! Our congratulations. Recently Meike facilitated the HR Department's Growth Strategy 2021-24 sessions. During one of the webinars Meike took us through **Stakeholders Analysis**. I have always placed significant importance on understanding Stakeholders contributions and attitudes to the success of a project. I found the model Meike used so effective, I asked her if she would share this and Meike has kindly agreed. Thank you Meike.

Each month I eagerly await a new article for the Leadership Pack from Roger Whalley. This month is no exception with **‘A man called Dale’** – “This book started me on a path of understanding people and what makes them tick. It has the rather banal title of “How to win friends and influence people” On the strength of Roger's piece I now have this book on order.

Nick Ruddle from <https://actioncoach.co.uk/coaches/nick-ruddle/> kindly agreed to share his article on **How to manage virtual teams in a pandemic**. “As the business world continues to adjust to the new normal brought on by the COVID 19” thank you Nick

Have you ever failed at something? **‘Fail and Fail big’** is an article (written in 2014) about something that happened to me in the 1980s. Failure can be good as it can make you stronger as a person and a leader. You will have to read the blog post towards the end of this edition to find out how.

This month's quotes have been taken from my wife's @JoyceRaw1 and @livelikearaw twitter feeds – thanks Joyce.

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It's not about how good you are

It's how Good You want to be

Way of Working in challenging times

Once again, as I write this article, the UK is adapting to yet another set of changes to help manage the coronavirus pandemic. The late summer and early autumn saw different approaches being used across the country. The 5th November saw that change to the second Nationwide lockdown. There will be more changes coming our way as we navigate through the winter and beyond. Ensuring we keep up with these changes by staying connected with the people we work closest with is more important now than ever.

Establishing an effective Way of Working is a critical part of staying connected with people and helping ourselves to be resilient. I'd argue this needs to be more of an on-going dialogue rather than a one-off exercise. Here are three interrelated reasons why:

1. **Different people react to the news in different ways.** The individual threshold for handling news and subsequent change will vary. It's dangerous to assume you know where someone is. For example, someone who has been handling things well might have a sudden change in perspective brought about by someone close to them or known to them being impacted negatively.
2. **Different people have different start-points when new changes are introduced.** On hearing the news of a change people's reaction will be different based on everything that's going on in their world. For example, how they are feeling physically, mentally, how the people around them (personally and professionally) are handling the change and of course in the current climate the financial impact.
3. **Different people have different lives.** Obvious yet often overlooked point. Creating an environment where we and others can give our best does take some effort. Failing to recognise that risks overlooking that the individuals we work with, turn up for work with a whole range of other things going on in their worlds.

Setting up the WoW conversation

So, what does an on-going dialogue sound like? Here are five common characteristics:

1. This isn't a tick-box exercise. It's on-going.
2. There's often sensitivity here. Some people may wish to keep their professional and personal lives very separate. I suggest that is something to explore upfront. The balance is a personal choice to be respected.
3. Establishing a common intent in these conversations to ensure both parties can give their best.
4. Acknowledging up front that in these difficult times, it may not always be possible to find a solution to a challenge or situation. Awareness can be as important as solutions.
5. You will also want to agree what on-going looks like in terms of frequency. Regular is a word that is definitely open to interpretation. After all, leap years are regular. Be as specific as you need to be.

What's in the WoW conversation?

To be clear the WoW conversation is not about business delivery. Those conversations are of course important. You may want to agree on a standard WoW agenda. This can help with expectations and encourage continuity between the different conversations. Here's an example:

1. **Any changes in circumstances?** This as much about how someone is feeling or coping as well as practical changes in circumstances.
2. **Any working pattern adjustments that could help manage the next period?** This is about encouraging a proactive look ahead and seeing if there are reasonable adjustments that could help both parties to give their best.
3. **How will we stay connected?** This is about business delivery communication: when, duration, how and topics of interest. The how element is really important, and I'd recommend keeping it as simple as possible. Recognising virtual communication is a bigger part of our lives than ever. I have in mind when thinking about the means of communication a Stephen Covey quote here:

"Technology is a great servant and a poor master"

You may have read this article and thought all those things could be relevant outside of a pandemic. And you'd be right. The key difference is the frequency of change in the current climate. So, ask yourself if you are matching the frequency of change in managing the pandemic with the people you work with?

Stay safe and do what you can to help each other navigate our way through this.

Damian

Damian Piper

Change coach and consultant

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

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



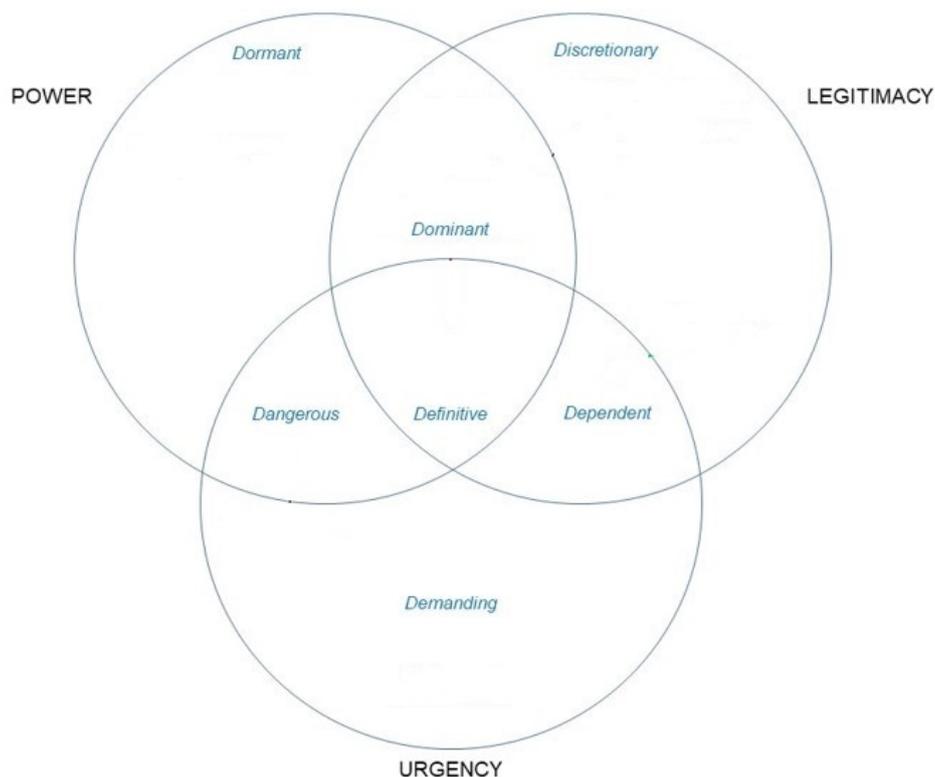
www.effectivechallenge.com/podcasts

Highlights from an MBA... Stakeholders

This month I reached the exciting milestone of graduating from my MBA, although of course in the current circumstances there was no ceremony, just a certificate in the post. Still, I'll take it! Although the new modules have therefore stopped, I do still have some ideas I'd like to share with you. I was reminded of this stakeholder map in the last few weeks, as part of a set of workshops I facilitated on strategy development. One of the 'extras' I shared was this stakeholder map, as a way to think about who your customers are and who you are (vs should be) focusing your energy on.

This is a model I came across first in a business ethics and sustainability module and has served me several times since, for example when looking at responsible leadership or systems thinking. What I most like about it, is that it forces you to think differently about who your stakeholders are and who you should be considering. This is particularly relevant when considering more ethical and responsible approaches to leadership as you can begin to bring in wider stakeholders such as the local community or environment, rather than just focusing on the powerful shareholders.

The model, taken from research by Mitchell et al (1997, see full reference at end), categorises stakeholders according to their power, legitimacy and urgency. This creates seven groups of stakeholders from the definitive that hold all three, to those dormant, discretionary or just demanding stakeholders on the fringes.



The category I really like is legitimacy, as I expect this is the one we pay least attention to – particularly those that don't have any power or urgency to push them up the priority list. For me in social care (and I'm sure this is the case in many other industries), there is a strong risk that the people my organisation support (our 'customers') fall into the discretionary or dependent groups all too often, as they lack the real power to have a bigger voice. This map acts as a warning and a call to action to address that.

Completing this analysis for your own business, including both internal and external stakeholders, can be an enlightening exercise, particularly if you then begin to notice how this reality matches with your intentions. You might ask yourself:

- Where (with which groups) do I spend most of my time?
- Who is taking attention without any legitimate interest?
- Who do I risk neglecting (for example if they lack power or urgency)?
- Does this align with our values and vision? (For example, if we say our customers are key, are they in the definitive group?)

You might find it helpful to complete this with others, or to compare notes, to give a 'reality check' and remove any idealistic rose-tinted glasses. You might then wish to take some actions from that, particularly if your current actions are missing a key stakeholder (e.g. are you neglecting the dangerous group?) or do not align with your values. Finally, is there anything you can do to shift the balance? Can you better filter out the demanding group (that lack power or legitimacy) or help give more power to currently legitimate discretionary stakeholders?

As leaders, we can use some simple, effective tools such as these, but then take it further by making conscious choices about our actions and priorities, so we don't cast ourselves as victims of powerful stakeholders but leaders that can re-shape the landscape. Could you take on simple action this week to engage with a discretionary or dependent stakeholder?

Happy analysing and engaging!

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](#).

The stakeholder map template is sourced from: Mitchell, R. K., Agle, B. R. & Wood, D. J. (1997) Toward a Theory of Stakeholder Identification and Salience: Defining the Principle of Who and What Really Counts. *The Academy of Management Review*, 22(4), 853-886

"There are two ways of spreading light; to be the candle or the mirror that reflects it." Edith Wharton

Roger Whalley

A man called Dale

You'll be glad to know, I hope, that I am back from university, I did enjoy my brief time there but I'm glad to be home. They all stay up too late for me! While I was there, I continued my reading in preparation for writing this month's article. I have always been an avid reader and usually alternate between thriller stories and biographies. I lump in with biographies the self-development books I read which are almost biographies.

One such, which I was given as a present when I was around 21 was by a guy called Carnegie, not Andrew the great millionaire and philanthropist, but Dale. This book started me on a path of understanding people and what makes them tick. It has the rather banal title of "How to win friends and influence people". It was written in the 1930s and the copy I was given, which was not new, was

published in 1952 and cost 12s 6d, 57p in new money. To say I have had my money's worth would be an understatement. I still have the book today and read it at least once every year

One of the many things I learned from this book is that all people, everybody, like to be liked. I do, you do, even the Queen does. We all respond to people being friendly towards us; we all want to be recognised; and there's one thing that sets us out from everyone else and that's our name! If you want people to respond to you as a manager, it makes a very good start if you know their name. My name is something that belongs to me and I have always responded to someone calling out "Hey, Roger" rather than "Hey, you". I usually walk away from the latter as I believe that if someone doesn't know my name then they don't know me.

I know that some of you may manage a large team and could find it difficult knowing everyone's name but there are ways in which you could overcome this. Many years ago, I was writing an article about a guy who had a couple of hundred business sites, he was called Tom Farmer and he regularly visited 8 or 10 sites in one day. His company was called KwikFit which you can see in every town to this day. Tom doesn't own the business anymore, but he was the founder and built the company up into a multi-million pound business.

It was convenient for me to travel with him on one of the days he was visiting the sites and he sat in the back of the car with his PA who was briefing him on every staff member of the site we were about to visit. There was a dossier with photos, names and a thumbnail detail about each person. Tom has a good memory and by the time he walked onto the site he was able to greet each member of staff by name and ask them about their family. Not about the job but about something more important to them, their family. He knew who was ill; whose child had done well at school; who had a birthday coming up. These are the personal things that matter to all of us.

Another lovely touch was that to every married person in his employ he sent a bouquet of flowers. To their home. Another meaningful touch because in that small gesture he involved the family unit in his business. Imagine the time when a job had to be finished for a customer and the manager had to ask one of his fitters to stay behind to finish the job. Do you think that the fitter's wife would be cross when he got home, or would she understand how important the customer was? Of course, he didn't personally go to the florist and pick a bunch, his hard-working PA had a schedule and arranged the delivery of flowers at the right time.

We can learn from this that to be able to lead people well you first need to know where they are; who they are; what is their motivator; what turns them on. Of course, everyone is different which is why you've got to be different. Just as one hat doesn't fit everyone then one motivator doesn't suit everyone. It's easy to say that everybody is motivated by money, but it's not the money that motivates them it's what they spend the money on.

People's names are vitally important to them and the recognition of what they do for the company. Folk sometimes object to wearing name badges but they do help the manager. The best way to get staff members to wear badges is to wear one yourself. If people see you wearing yours then it will be very hard for them to object to wearing one themselves. Another good tip from Tom Farmer. He had name badges for each site he visited to give his staff the feeling they "belonged" to him and the he "belonged" to them. Just a little touch but identity is most important.

It also makes you believe that you belong.

I was once marketing director for a large garage group, we had 32 dealership sites and represented 11 different car manufacturers. I would visit all the sites at least once a month and some of them

each week. We insisted on a certain dress code for our car salespeople. Dark blue blazers for the guys and dark blue jackets for the gals. That was in every site and we provided them at our cost. The one difference we insisted upon was the correct tie for each manufacturer. I kept 11 different ties in my car and wore the appropriate one for the site I was visiting. That, I hope, helped me to feel that I belonged, I shared their problems and cheered their achievements.

Not all my comments apply to everyone of my readers, but some will apply to someone and maybe one will apply to everyone. I hope you enjoy my articles and find them useful. The next few months are going to be a nightmare for all of us. The dreadful pandemic which is disrupting our everyday lives is also disrupting the lives of people we manage. Please be considerate and try to understand that all of us are struggling to keep going. If you enjoy any of my articles then I would appreciate an email to Rogerwhalley@aol.com. I would even appreciate your comments if you think that it's rubbish. My wife and I will from Thursday be self-isolating and it would be good to have something to read. Best wishes and keep safe

"in a world of algorithms #hashtags and followers know the true importance of human connection"

'How to shift your mindset and choose our future' Tom Rivett-Carnac @tomcarnac

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

When it comes to big life problems, we often stand at a crossroads: either believe we're powerless against great change, or we rise to meet the challenge. In an urgent call to action, political strategist Tom Rivett-Carnac makes the case for adopting a mindset of "stubborn optimism" to confront climate change -- or whatever crisis may come our way -- and sustain the action needed to build a regenerative future. As he puts it: "Stubborn optimism can fill our lives with meaning and purpose."

Looking for a job highlight your ability not your experience

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

Very few of us hold jobs that line up directly with our past experiences or what we studied in college. Take TED Resident Jason Shen; he studied biology but later became a product manager at a tech company. In this quick, insightful talk about human potential, Shen shares some new thinking on how job seekers can make themselves more attractive -- and why employers should look for ability over credentials.

Tips for this month.....how to cope without the office

- Insomnia is a common symptom of burnout, which is on the rise thanks to the stresses of working from home. But one of the advantages of being at home is that you can take 30-minute naps to reset your energy levels – so don't be afraid to do so.
- Learn to say no, and to articulate what you won't have time for to your superiors.
- It's easy to get into the habit of decompressing with a glass of wine at the end of the day. But alcohol affects sleep and is a depressant, so it is not a great de-stressor. Try going on a walk instead.
- Separate aspects of your everyday life into two columns. "protective factors" and "risk factors" for your mental health. Then see if you can avoid the risk ones.
- Exercise is important, but if you're feeling burnt out, it won't help to thrash yourself.
- Don't start work immediately. If you can, use the time you would have been commuting to read, or go for a walk. Try not to look at your phone first thing. Source: The Times

Being Bettina's Dad – Our Personal Top 20 Tips for getting through Phase 2 of Covid 19

'No Tiers'

My next blog post was originally intended to be about the first leadership lesson I learned, and how I try to live it every day but then Phase 2 of Covid19 happened. We had got through Phase1 as a family, and together came out of Lockdown. We had made it to our annual holiday in Whitby in the North East of England and, as far as we were concerned, we could now face anything both as a family and at work.

Related: <https://leadershipintheraw.org/2020/09/08/being-bettinas-dad-coming-out-of-lockdown-in-whitby-we-did-it/>

Once again our resilience is being tested and I have found that coming up with 20 Personal Tips helps me focus on what is important and what is not.

It might be that you are doing some of these things already – good! If there is just one tip that you had not tried or thought of and would wish to adopt – great!

These tips come from observing our daughter Bettina, who copes with Autism and a Learning disability, and from being a tight-knit family who constantly listen and talk to each other.

Our Top 20 Tips (in no particular order)

1. **Find your place of tranquility.** For me it is in a nature reserve close to where we live. I go there for runs and when I practice my hill training. Often when it rains and it is cold, and I am the only one there, I imagine I am 30 again and in the Army. It is sublime and I come home totally refreshed and often with solutions to issues that have been troubling me.
2. **Find your Happy place** for me it is a family visit to Whitby. Therefore, it is important to have a happy place now more than ever: <https://leadershipintheraw.org/2016/09/12/my-happy-place/> Do you have a happy place?
3. **Find your place of mindfulness.** I often observe Bettina quietly thinking. Recently there was no noise coming from her bedroom and it was very quiet. As we are used to hearing noise, usually laughter, we were worried. Bettina copes with epilepsy so had she had a seizure? Joyce asked if she was ok (from outside her bedroom) she responded with "I am thinking"
4. **Experiencing Nature.** Bettina explores life with the intention of experiencing the unity of sky, earth, trees, grass and flowers and the whole sense of life. She loves the whole experience - the sounds of nature, birds singing, or the breeze rustling her hair. During Covid19 in both phases, I have tried to be like Bettina as I soak up nature when I am out walking or going for a run. It makes me feel stronger and happier.
5. **"The best way to cheer yourself is to try to cheer someone else up"**. Mark Twain. We do this with random acts of kindness. Why not send a greeting to a colleague or someone you have not been in touch with for a while? I do this at least once a day.
6. **Place all your energies into your circle of influence rather than your circle of concern.** During a long car journey, I listened to the audio of '7 Habits of Highly Effective People' by Stephen Covey (a wonderful gift from a colleague). Proactive people focus their time and energy on those things they can control and influence rather than the Circle of Concern such as the economy or a company merger which they have no control over.
7. **Write down three things you are grateful for every day.** My favourite quote is from Joyce, my wife who perfectly sums up how we feel as a family "if you woke up this morning safe and sound, with all your loved ones safe and food and water, why wouldn't you feel grateful?"

Jennifer my daughter, bought me a Gratitude Journal for my birthday. I recommend completing one too. I find we are often luckier than we think.

Related: <https://leadershipintheraw.org/2015/09/09/being-bettinas-dad-taking-the-time-to-be-grateful-and-showing-gratitude/>

8. **Do something different.** Try something new! During Covid19 I put together an E-Wellness Newsletter for my organisation which I publish on a Monday and Friday. This is something I have thoroughly enjoyed doing, I may not have thought of it if had I not heard that some colleagues were struggling with loneliness, mental strength, or felt their worries and concerns were not being heard. Take this opportunity to reinvent yourself.

Related: <https://leadershipintheraw.org/2015/11/24/the-art-of-reinvention/>

9. **Find things to boost your self-esteem.** This pandemic with all its restrictions, including isolation, can cause you to doubt your abilities. I have observed Bettina actively looking for things that will make her feel good, including reading a difficult book, completing a complex puzzle, managing a new physical task without support. I try and follow her example, so for me it has been trying to master a new piece of technology.
10. **Hang out with Happy People.** It seems an obvious thing to do, fortunately I had already learned this lesson before this contagion. Happy people lift your spirits and bring light into your day.
11. **Listen to Happy People.** I am careful with what I watch on TV, listen to on the radio and what I read on Social Media. I only catch the headlines on TV before switching off the news. I only listen to Drivetime on Radio 5 (because one of the presenters makes me laugh out loud – which can be odd when sitting in a traffic jam) and I follow people on Twitter who make me feel good such as Dr Radha @DrRadhaModgil I often share her messages in my Wellbeing Posts. Here is one of them:



12. **Remember things could be worse!** As Joyce reminds me if I get things out of perspective. "Steve, has World War 3 broken out?" No, you are quite right Joyce it hasn't (despite my best efforts in 1983 which is another story for another time). As a family "*We were together. I forget the rest.*" —Walt Whitman
13. **Start a Scrapbook of memories.** There are things and events that I will happily recall from these times we are living through that I will smile about. One that springs to mind is that each morning during the full lock down, Bettina and I explored our locality for our fitness walks. This time was precious, filled with laughter and fun. Here are some pictures of us together, from our scrapbook on Instagram: <https://www.instagram.com/p/CBBN1Y1pezD/>
14. **Take some 'Command Time'.** I start work at 5.30am each morning (this is not a tip by the way) and working from home it would be easy not to move from my screen throughout the day answering emails and what feels like relentless meetings online. So, it is important to get out, either for a walk or a run for at least 30 minutes. I block off a section in my calendar to do this,

to think creatively or ponder on a problem. Afterall, who gets their best ideas sitting in front of a screen or for that matter sitting in an office?

15. **Laugh at the absurd.** I am standing outside of Marks & Spencer's waiting for Joyce, and I am pretty sure I have just seen a man leaving the shop, wearing a pair of underpants in lieu of his face covering. A few minutes later Joyce tells me she has just seen a man in M&S wearing his underpants as a face mask! I didn't imagine it. It would be easy to take everything very seriously now, so it helps if you can laugh at the absurd.
16. **Escape into a book.** A colleague mentioned this is something he had taken the opportunity to do over the last 6 months. I think this is a wonderful form of escapism and it is something that is practiced by everyone in the Raw household. I have read fourteen books so far this year (yes, I keep a log).
17. **Be a role model** for those around you. How will you like to be remembered long after this pandemic has ended? Put others first.
18. **Eat Cake!** It works for the Raw family! Here are some tips and ideas from Joyce our Master Baker at <https://www.instagram.com/mamarawskitchen/> Eat cake and it will make you feel happy, I guarantee it. It could make you fat too, but who cares? You have an excuse - you are living through Covid19.
19. **Write a Mission Statement for your Family.** Stephen Covey (author) describes a family mission statement as "a combined, unified expression from all family members of what your family is all about—what it is you really want to do and be—and the principles you choose to govern your family life." A family mission statement can be a tool to help your children remember and reflect on the core values and goals you have established as a family.
20. **Seize the Day.** This is Joyce's message to her family and one which she has always led by example. To make the most of today by achieving fulfilment in a philosophical and spiritual sense. To attack the day's efforts with vigour and purpose.

I started this article by mentioning my original intention was to write a blog post about what was the first leadership lesson I learned. I will make it my next piece. For clues about what it is, you will find it embedded in these tips.

I hope these 20 tips may help navigate your way through Phase 2 of Covid19.

*Though much is taken, much abides, and though
We are not now that strength which in old days
Moved earth and heaven; that which we are, we are:
One equal temper of heroic hearts,
Made weak by time and fate, but strong in will
To strive, to seek, to find and not to yield.*

From Ulysses by Alfred Lord Tennyson

I received this quote from my colleague Kelly Blake, Thera's Group Payroll Manager following a conference Kelly attended:

"You cannot control the situation/environment/interaction, BUT you can control how you react"

Source - Alison Levine - Alison is no stranger to punishing environments. She has survived sub-zero temperatures, hurricane-force winds, sudden avalanches...and a career on Wall Street. Alison has climbed the highest peak on every continent, served as the team captain of the first American Women's Everest Expedition, and skied across the Arctic Circle to the geographic North Pole.

How to manage virtual teams in a pandemic.

As the business world continues to adjust to the new normal brought on by the COVID 19 Global Pandemic it is clear that virtual working, online meetings and an increase on collaborative remote technologies will remain a part of business as usual. Reaching employees, suppliers and customers in new and effective ways, means that all of us need to be well-versed in conducting and attending virtual meetings and working in remote environments. Businesses need to assess their current needs as well as project their technology needs in the near future. What types of tools and infrastructure changes will your organisation need to not only survive but thrive during times of crisis and change? To get started...

- Conduct an inventory and check the quality of your computer monitors, web cameras, headsets and microphones
- Check the strength of your internet signal and WIFI availability
- Ensure that you have remote work rules or procedures in writing which include checkins, team meeting schedules and guideline of expectations while work teams are in independent environments

You also have to access the tools and software you might need to make sure that your teams and stakeholders can connect, collaborate and create. There are some great remote tools to keep teams working efficiently and effectively. Asana, Microsoft Teams, Trello or Basecamp for example:

1. Collaboration and Information Sharing Tools
2. Project Management Tools & Time Tracking Tools
3. Document Storage, Co-Creation, and File Sharing Tools
4. Meeting & Conferencing Tools including Video and Audio tools
5. Instant Messaging Tools
6. Social Media Tools
7. Scheduling and Calendaring Tools
8. Virtual Games

When selecting a platform for your meetings, conferences or webinars, make sure you do “real time” demos and that your teams are comfortable and well trained before you go live. Practice holding dry runs and test meetings in preparation for large scale virtual activities. Make sure the visuals you want to use are clear, the backgrounds (any in camera shots) aren’t distracting, check your lighting levels and audio quality to make visual and auditory needs are met.

Additional, to the environment and logistics needs, make sure that you also consider;

- Creating a clear agenda
- Consider sending materials ahead of the meeting so that participants can be better prepared
- Establish meeting “rules of engagement”, that is be clear how participants can ask questions; when mics need to be muted etc.
- Consider having or assigning a meeting facilitator who can manage the time, can advance slides presentations, manage question and answer periods, and they can send out follow up measures such as recordings, materials handouts after the meeting is over.

Presenters also can follow some best practices to ensure they are effective during virtual meetings. Avoid wearing heavily patterned or jarring colours (Example: Neon colours, plaids, checks or large pattern floral etc.). Remember that most virtual meetings only capture the upper half of the body, so good posture is critical. Poorly positioned cameras, sitting too close or too far away from the camera, chewing gum or eating during a meeting, playing with pens or paper can all make getting the message across to the audience and keeping your participants brains from wandering very difficult. Mix up your meeting presentation flow. Keep visuals moving and injecting a poll, survey or round-table quick fire Q&A periodically can break up monotony. Think like a news anchor. Keep the colours primary and solid. Blue is a great colour for monitors and is easy on the eyes. Wear minimal accessories on so you don't jingle, click or clank during your presentation. Keep your movements slow and minimal. Fidgeting and constant movement can be additionally distracting. Make sure your visuals are large enough and clear so participants can easily digest the content.

Virtual meetings have some unique requirements, but they share many of the same principles we follow during in person meetings or conferences. To make virtual interactions more effective and productive;

- Be prepared
- Be a good listener
- Respect peoples time and don't interrupt
- Keep to established schedules or time frames
- Be present and pay attention
- Don't multi-task so you can stay engaged and ready to respond

Changes to our work environments are all being affected and the more confident we are using technology and following best **practices** our virtual interactions will be as productive and

efficient as possible. Virtual meetings, conferences and webinars may now be the rule instead of the exception. Mastering the art of 'going virtual' will make you a real-life success.

To speak to Nick, go to his website: <https://actioncoach.co.uk/coaches/nick-ruddle/>

All the best,

Nick Ruddle

"Helping You Survive & Thrive Through The Coronavirus Pandemic Crisis"

***** [CLICK HERE: How To Market Your Business Out Of A Crisis](#) *****



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"You either get bitter or your get better. It's that simple. You either take what has been dealt to you and allow it to make you a better person, or you allow it to tear you down. The choice does not belong to fate, it belongs to you." Josh Shipp

Fail and fail big! Originally published on www.leadershipintheraw.org on



Set another goal (that's me far right ready to overtake)

During one of my recent long journeys I was listening to an audio CD from Darren Hardy, the publisher of USA's Success Magazine, talk about 'Failure' and how, as a leader and entrepreneur, he has learned to love failure. Darren believes it has made him successful in his life and business. Personally, I have long believed that if you have not experienced failure how do you know what success feels like? So his messages resonate with me.

Listening to this presentation while driving home, I thought of my biggest failure of my first career – and perhaps it is no exaggeration the biggest failure of my life – it is the 30th anniversary of this failure. There is rarely a week that goes by when I don't think about it.

But this blog is all about inspiration and about helping you on your leadership journey, so my story is a very positive one which I want to share with you. My failure helped me to become a stronger person; have a successful career after my failure; stopped me from being complacent (ever again!); made me hungrier for success and value success when it came my way.

I had failed a course on the last day. Why?

- I had not mentally prepared enough.
- I had focused on my strengths and not addressed my weakness prior to the course

So how did I recover from my momentous failure?

(I now use these strategies whenever I have failure – they work for me and help me bounce back quicker)

- Allow yourself 24 hours of pity time – its ok to feel sorry for yourself – but you need to set a time on this.
- After your 24 hours, do something that takes your mind off your failure. I hopped on a ferry to see Joyce for the day in Belgium. Joyce was seeing out her contract prior to moving back to the UK and it got things into perspective for me. That day was one of the best days of my life!
- As Sir Ernest Shackleton, the polar explorer and one of my Heros said “A man must shape himself to a new mark directly the old one goes to ground”. During my journey home from Belgium I figured out what I was going to do next and I set myself new objectives which were equally challenging
- Look for quick wins. Look for easy wins..... to get your confidence and self-esteem back.
- Set yourself a 3 month a 6 month and 12 month plan
- Look for new opportunities

- Do something new – allow yourself to go down a different path. There is a lot to be said for ‘fate’ and I often feel that these failures are meant to happen to allow more good things to occur. How many times have you been unsuccessful for a job you interviewed for, only to think years later “that was fortunate because I wouldn’t be doing what I am doing now” – I know that’s happened to me a few times.
- Put some distance between your failures (at least 3 months) then analyse what went wrong what could you have done different?

One of the perks of two long careers and my age is that I plan for success, but I am not surprised by failure. One of my favourite quotes is “If you’re in a bad situation, don’t worry it’ll change. If you’re in a good situation, don’t worry it’ll change” John A Simone Sr said it. So, in short, don’t be surprised by failure and do not let it throw you. Failure is good – although I am not sure if I have learned to love it yet! Failure, when it happens, helps me:

- To get things into perspective
- Makes me hungrier for success
- Reinforces the importance of family
- Allows me to explore new opportunities – perhaps go down a completely new path that will make me more successful
- Makes me more experienced so when I am up against it again I know I will get through it

So 30 years ago what did I do next? I passed my next course; I married Joyce four weeks later; managed and captained our athletics and cross country teams to success; I was selected for an elite team which won a competition two years in a row; 12 months later my wonderful daughter Jennifer was born (the other best day of my life) and at the end of my posting I was promoted and we all moved to Berlin

“Keep on beginning and failing. Each time you fail, start all over again, and you will grow stronger until you have accomplished a purpose – not the one you began with perhaps, but one you’ll be glad to remember” Anne Sullivan

Coming out of lockdown - a story of hope

Time to read: 2 minutes



Coming out of lockdown - a story of hope



Dear Steve

A few weeks ago I asked for you to email me stories of hope - we all need some of these right now as a second period of lockdown is underway. Thank you for sharing your stories and if there are any more you'd like to share please email me david@nakedleader.com

Steve Raw, an amazing man that I've known for several years in the sphere of leadership, shared a couple of wonderful stories about his daughter Bettina who copes with autism, learning disability and epilepsy. Steve is happy to share these stories, which are crammed with positivity and hope.

Here's the link to one and there are more to find on Steve's blog.

[Being Bettina's dad - coming out of lockdown we did it!](#)

In Steve's words 'Bettina is a source of inspiration for those she loves and those she comes into contact with.'

Thank you, Steve, and thank you Bettina

With my love and best wishes

David

