

LEADERSHIP, COACHING AND MENTORING –PACK

AUGUST 2021

(15th Anniversary Year editions)

2006 – 2021

Highlights in this month's edition:

Damian Piper our Resilience Coach starts this month edition with: **'Learning from toast'...** 'We've all done it. Forgotten the toast under the grill and ended up with something less than appetising. So, what leadership lesson can we learn from the humble slice of toast? All too often in leadership positions we overlook the most basic elements of what we and the people we work with need. Unfortunately, unlike burnt toast it's not so obvious when things haven't gone to plan. Have you experienced or witnessed any of these in your career?.....' to find out please check out the rest of Damian's article.

A new blog post in my 'Being Bettina's Dad series **'Adapt and Overcome'** 'Bettina coming into our lives (in Berlin) and her diagnosis of autism and a learning disability at a very early age did not phase us as a family, after all "adapting and overcoming" is what we do. Bettina has taken adapting and overcoming to a new level for me, as almost on a daily basis I learn something new from 'B' that helps me become more resilient and opens my eyes to more opportunities.....'

The final article is **'Then and now: 20 leadership lessons I wish I could have passed on to a younger me'** (originally published 21 October 2014) I have just shared this article on LinkedIn and it has already received 650+ views so I thought it was worth sharing with you too. What lessons would you pass on to your younger self?

This month I have crammed in presentations, articles, master classes, top tips on everything from Delegating to dealing with Chinese Whispers, I hope you will find this month's edition your most important leadership and wellbeing resource.

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It's not about how good you are

It's how Good You want to be

Learning from toast...

We've all done it. Forgotten the toast under the grill and ended up with something less than appetising. So, what leadership lesson can we learn from the humble slice of toast?

Making toast could never be described as difficult. Could it? Even for people with the most basic culinary skills. However just because it's a relatively simple process doesn't mean it's easy to do. There are some basics you need to get right. Do that and you are almost guaranteed tasty toast every time.

All too often in leadership positions we overlook the most basic elements of what we and the people we work with need. Unfortunately, unlike burnt toast it's not so obvious when things haven't gone to plan. Have you experienced or witnessed any of these in your career?

- People left confused about where organisations are heading.
- People working on activity that doesn't make sense to them. Or worse, they find out someone is doing the same thing elsewhere in the organisation. Or even worse, they find out someone in the same organisation is doing something in competition or conflict with their work.
- People not letting you know how they feel about something because their appraisal discussion is being conducted in the wrong environment.

So how can we check if we have the basics in place. Setting and being able to answer high-level questions is one way. Here's three areas to illustrate. Don't be fooled by the simplicity.

Quality of your vision

1. Is it compelling and clear to the people it is meant to provide direction to?
2. Is it long enough to be meaningful and short enough to be memorable?
3. Could you use it to make decisions?

Agreeing objectives

1. Are they aligned to the organisation's goals?
2. Is there agreement about what success looks like?
3. Is there understanding about the steps towards success and what a sensible duration for them looks like?

Running an appraisal session with a member of your team.

1. Are both parties clear on what is being appraised?
2. Have you got the right physical or virtual environment for the conversation you need to have?
3. Have you given the right attention to time: when, how long and balance between feeding back and feeding forward?

What's more important than the number of questions is actually using them. To understand the basics at an intellectual level is not enough. It's about the execution. You may well have your own version of what the basics are in the three examples above. I'd love to hear about them if you do.

Damian Piper

Change and Resilience Coach

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www.effectivechallenge.com/podcast

RISK APPETITE

The only people who are really hungry for risk are those unfortunate sensation-seekers who need near-death experiences to brighten up their otherwise colourless lives, but this is not what risk managers mean by this increasingly popular phrase. Rather, their concern is how much risk you are prepared to bear to reach your goals. This is much more sensible but leads towards three nasty truths about risk. One is that we are lousy at-risk calculus. Even professionals who operate in the eye of risk blizzards, such as surgeons and politicians, find it hard to compute the loss/probability equation. Two, risk calculus requires you to have lots of observations to give you a meaningful statistic, yet many of the most important risks are one-offs. You can't be 10% dead after surgery. Three, the more we want something, the more we are likely to adjust our risk assessments optimistically. Human passion, as ever, clouds the rational picture. Risk appetite? Just the starter and the cheese, please – make too much of a meal of it and you could wind up seriously sick.

Source: Nigel Nicholson is professor of organisational behaviour at the London Business School.

BEING BETTINA'S DAD – ADAPT AND OVERCOME



Bettina still can't quite believe she is in the cinema having a hot chocolate before she sees a screening of Space Jam – New Legacy* Bettina is beyond excited. Bettina has not been to the cinema since the beginning of Covid19 restrictions. At every stage and phase of Covid19, Bettina has adapted her routines and expectations and overcome her disappointments when her favourite activities are stopped and facilities are closed, retaining her optimistic and positive approach to life no matter what.

Before Bettina was born her mum and dad were acquainted with 'adapting and overcoming'. Joyce is from Manchester, I am from Teesside and we met at the 'Supreme Headquarters Allied Powers Europe' (SHAPE) in Mons, moving to Plymouth from a NATO HQ in Belgium to a small Commando Squadron in the south west of England to start our married life together. I was away on exercise for 50% of our two-year posting during which time Jennifer, our oldest daughter, was born. Joyce and I thought we were already competent at adapting and overcoming any changes, challenges and/or developments.

Bettina coming into our lives (in Berlin) and her diagnosis of autism and a learning disability at a very early age did not phase us as a family, after all "adapting and overcoming" is what we do.

Bettina has taken adapting and overcoming to a new level for me, as almost on a daily basis I learn something new from 'B' that helps me become more resilient and opens my eyes to more opportunities.

"Bettina teaches me new stuff every day" Bettina's PA & Job Coach, Donna.

'Adapt and Overcome'

1. For your friends, family - they trust and depend on you
2. For your colleagues and those you support
3. For those who are rooting for you and want you to succeed
4. If you are to rebound from failure or setbacks
5. If you are to achieve your destiny and to leave a lasting legacy.

Related: [Resilience unlocks results – Leadership in the Raw](#) by Damian Piper CBE

Bettina adapts and overcomes by:

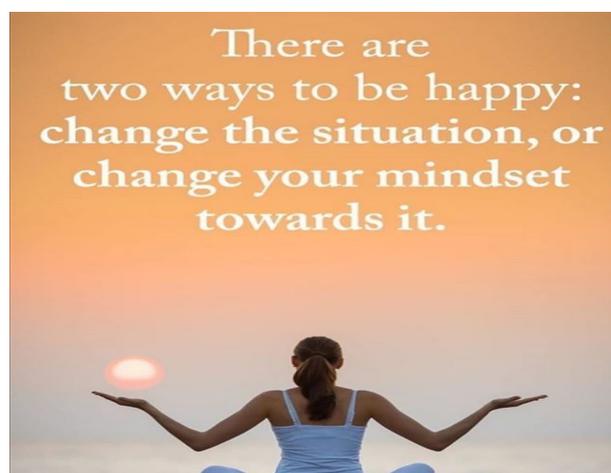
- ✓ Accepting that there will be times when she fails
- ✓ Facing challenges which feel insurmountable to her. Verbal communication is her biggest challenge - to get across to those around her what she is feeling and what you need to do to help keep her safe and well.
- ✓ Being willing to do things that she has not done before. I still recall the anxieties Bettina had when she first went to the cinema. It took two or three trips before she began to enjoy this experience which was achieved through her perseverance and courage.
- ✓ Gaining in confidence each time Bettina conquers a new element to her world. Bettina is now enjoying working on a life skills small holding, alongside new people doing things she has not done before.
- ✓ Being able to understand that she will make mistakes and that she can learn from them without it being seen as a complete failure and her reaction is now a calm “oh well” and a “never mind” - although ‘B’ rarely makes the same mistake twice.

You may not control all the events that happen to you, but you can decide not to be reduced by them.” Maya Angelou

6 Tips I have learned from Bettina to Overcome and Adapt

1. The work and the difference you make is important – so don’t give up.
2. Face up to those who place obstructions in your way. Don’t lose faith!
3. Accept the goal posts always move and life can feel unfair.
4. Anticipate that things are likely to be different from the original plan.
5. Reframe it, turning something potentially negative into a positive. Realign your goals and vision and set new aims and objectives – move on quickly.
6. Learn from others. Like Bettina, I am a keen observer of those around me and I watch and learn how people adapt and overcome. I often choose biographies of people who have reinvented themselves after facing setbacks/failures in their life. How did they adapt and overcome?

Related: [The Art of Reinvention – Leadership in the Raw](#)



Bettina walks into her bedroom and we hear her say “look look look” and “this is new” Joyce has just put up a new list of activities and her new weekly schedule following the lifting of restrictions. Bettina sits on the end of her bed looking up at her programme and says, “So Happy” Whatever happens in the future in a world that is still in some turmoil with this horrible pandemic, one thing I am super confident about is that Bettina will always adapt and overcome.

*We all have two lives. The second one begins when you realize you only have one.” ~
Confucius*



* Space Jam a New Legacy (Trailer) https://www.youtube.com/watch?v=olXYZOsXw_o

‘The More I want to get something done, the less I call it work’

Richard Bach

SIX WAYS TO SHINE IN THE SPOTLIGHT:

1. **Do your homework** – minimise the risk of being blindsided in an important meeting by thinking in advance about the questions you are likely to be asked
2. **Buy time** – win vital thinking space by asking for the question to be repeated, or repeating it back to the questioner as part of your answer
3. **Don’t make statements you can’t back up** – you might get away with it the first time, but inaccuracies and falsehoods will catch you up eventually
4. **Ask questions back** – is money an issue? What’s the timescale? What’s your ideal outcome? It can help to clarify your response.
5. **Be honest** – if you don’t know something, admit it, or ask for more time to answer and move on.
6. **Don’t panic** – breath slowly and deeply and stand up straight. Speak steadily and when you’ve made your point, stop talking

“It’s a good maxim to trust a person entirely or not at all”

Henry Fielding

DON'T CALL PEOPLE OUT CALL THEM IN

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

We live in a call-out culture, says activist and scholar Loretta J. Ross. You're probably familiar with it: the public shaming and blaming, on social media and in real life, of people who may have done wrong and are being held accountable. In this bold, actionable talk, Ross gives us a toolkit for starting productive conversations instead of fights -- what she calls a "call-in culture" -- and shares strategies that help challenge wrongdoing while still creating space for growth, forgiveness and maybe even an unexpected friend. "Fighting hate should be fun," Ross says. "It's being a hater that sucks."

And from a colleague, Justin Smith, Operations Manager for Thera East Anglia.

"Steve do try and catch the Lawyer, Nazir Afzal on Desert Island Discs. In my view, one of the best ever episodes. If you can fit it into one of your blogs/ other writings, please do. Afzal is a superb example of someone who has dedicated his life to others in the pursuit of justice. His choice of tracks and how they link to his life is clever and moving".

<https://www.bbc.co.uk/sounds/play/m000ydp1> thanks Justin I found Nazir's story inspiring and moving.

Life is not the way it is supposed to be. It is the way it is. The way you cope with it is what makes the difference."

Virginia Satir

Time Is Your Most Valuable Resource—Don't Waste It

By Mel Robbins

We live in a remarkable time. We have an infinite wealth of information, connections, and resources at our fingertips, thanks to the internet and smartphones. But what we don't have is an abundance of time or unlimited attention spans, both of which are scarce resources. They are extremely valuable to you, to marketers and to social media platforms.

When you start treating your attention as your most valuable resource, you'll protect it. Learning how to [budget your attention](#) is an essential skill in the Attention Economy. What's the Attention Economy? It's the world we live in.

Your phone, the apps you use and every website you visit are designed to capture and hold your attention. Media companies write scary headlines on purpose. Everyone says they want more positive news, but we know from decades of data that you pay attention only when there's controversy, uncertainty, or tragedy.

Media companies know this and use it to their advantage. Headlines that trigger feelings of uncertainty make you look. That's why we write them that way. And when we have your attention, we make money. And guess who loses? [Your dreams](#).

Consider the real reason you check your phone more than 150 times a day on average: It's a principle called random rewards, and it also explains why people keep pulling a slot machine lever over and over. Because every once in a while, when you look again, you might get a winner (or a good email), so you keep checking in case there's a random surprise waiting for you.

If you want the best of everything in life, the skill of eliminating what you don't want is critical.

Start by asking yourself a simple question: Do you use your phone as a tool to advance your goals and make money, or is your phone using you?

Remind yourself that you are the product, and your attention is being sold.

Every time you catch yourself mindlessly scrolling through your Facebook News Feed, remind yourself that you are the product, and your attention is being sold. Remember that Facebook makes money on all of the ads you see.

And it goes beyond social media platforms. Every moment of every day there is something begging for your attention: emails to reply to, texts to send, phone calls to answer, pop-up ads to sit through.

My favourite way to make my attention valuable is to protect the first hour of my day at all costs. When I wake up, I don't look at my phone, log on to my computer or turn on the TV. I refuse to give these devices my attention. Instead I turn my attention to the things that matter to me most: [exercising](#) and getting my children ready for school. This one habit has [created so much control in my life](#).

<https://youtu.be/7JltnDud5yg>

In today's world, your attention is being bought and sold all day long and it's making a lot of companies a lot of money. If you want to create abundance in your life, it's time to guard it as your most precious resource.



[Mel Robbins](#)

[Articles](#)

Mel Robbins is a contributing editor to *SUCCESS* magazine, best-selling author, CNN commentator, creator of the "5 Second Rule" and the busiest female motivational speaker in the world. To find out more, visit her website: MelRobbins.com. To follow her on Twitter: [Twitter.com/melrobbins](https://twitter.com/melrobbins)

CAREER MASTERCLASS

BEAT CHINESE WHISPERS

Polish your halo. A spotless reputation is the best defence against hearsay. Smash deadlines, exceed targets, honour promises and keep your nose clean. Rise above suspicion and watch the rumour mill bypass you.

Make a pre-emptive strike. Want a whisper-free workforce? Up your internal comms. Whether its weekly meetings, email newsletters or flyers on desks do whatever it takes to bring your team into the loop. They won't huddle and hypothesis if they already know everything there is to know.

Stop stirrers. Identify them and ask them to explain themselves. If they're genuinely worried ('I just wanted to warn people about the restructure I think is coming'), reassure them; if they relish causing unrest, tell them enough is enough.

Distract them. If your team has time to gossip, perhaps their goals aren't stretching enough. There's nothing like a little pressure to focus minds and still wagging tongues.

Turn the tide. Psychologist Anthony Pratkanis argues the best way to kill a rumour is to 'steal its thunder'. Spread a new (true) story, explaining why the rumour exists. If you can't beat them.....

Share critical news early. Don't wait until you have all the answers. That day may never come and in the meantime the whispers will be growing in number (and inaccuracy).

Ask the audience. Once you have delivered your message, encourage people to share their worries and ask questions. Be honest and if you don't know something, promise to find out.

Keep talking. Stop a secondary wave of post-news whispers by making yourself readily available to your team. Make sure they share lingering concerns with you, not the water-cooler coven.

Rise above it. Sometimes, engaging with rumours (even to deny them) only fuels the fire. If the gossip circulating is petty enough to ignore, do just that. It will soon run its course.

The Mind Gym: Relationships is published by Little, Brown

STAND OUT FROM THE CROWD.

How to make yourself, what you do, and your company memorable.

"The formula of telling everybody how great you are with your state-of-the-art solutions, commitment to customer service, and best prices in town just won't cut it," says marketing expert Lauron Sonnier, author of 'Think Like a Marketer' She recommends the following tactics to make yourself or your company stand out.

1. **Do different things.** “It’s easy to stand out when you do something no one else is doing,” Sonnier says. “To beat your competition, you can’t just be a little better than they are. You have to do something different than they do.”
2. **Do things differently.** “This is where you demonstrate your understanding that the “how” can be more important than the “what,” she says. Add a special touch of class, elegance, humour, or spice that makes even the common seem special.
3. **Stir emotions; spread happiness.** “When you stir positive emotions, be they joy or inspiration or peace of mind, you send a message that there’s more where that came from,” Sonnier says. And they’ll keep coming back for more.
4. **Be consistent.** The three aforementioned methods of standing out will work only if they are consistent. “Whatever it is, however, seemingly insignificant, if it always happens or never happens, you have created something sticky. You have developed an identity that people can count on and will talk about.”

Source USA’s Success magazine

Ask yourself: ‘Can I give more? The answer is usually: ‘YES’

Paul Tergat, former marathon world record holder

‘How to say level-headed

The mental-health campaigner Ruby Wax shares her tips on dealing with anxiety

- Realise that your ‘inner critical voice cannot be silenced completely’ – an ‘internal nag’ will always be there. Once you’ve accepted that, it’s easier to keep negative thoughts in perspective.
- It’s a cliché, but exercise really does help. It doesn’t have to be high intensity – slow activities such as Pilates or tai chi allow you to ‘connect your mind with the sensations in your body’. This will lower your cortisol and adrenaline levels, reducing stress.
- Find something that will ‘always take you back to your base line’. Listening to a song; looking at a photograph; even ‘thinking about the feeling of your feet on the floor’.
- Breaking your mind’s routine is a good way of exercising the brain. It needn’t be a big change: just walk to work a different way or sit in a different seat. ‘Mental workouts keep your brain sharp and fit and have been proven to stave off depression.’

Source: The Sunday Telegraph and ‘The Week’

Ten Ways to.... Boost your Productivity

1. Give yourself deadlines
2. Focus on one thing at a time...
3.and sit away from your computer if you have to
4. Tackle nasty tasks first....
5.then do something fun as a reward
6. Go outside at lunch time
7. Only check your email at specific times
8. If taking on another project will set you back, say no
9. Use headphones if it helps your concentration
10. Keep a stash of fruit at hand – and coffee

Source 'Modern Management' magazine

A life spent making mistakes is not only more honourable, but more useful than a life spent doing nothing." - George Bernard Shaw

CAREER MASTERCLASS

HOW TO DELEGATE SO IT'S WORTH YOUR WHILE

Have strong foundations. Fully engage and inform those to whom you are delegating. Explain the task, set targets, then ask questions to help them plan (what problems might you face? Who else will you involve?). Check their understanding by asking them to summarise the brief. 'OK, I've got it' isn't enough.

Choose carefully. Prioritise handing over projects where the best possible outcome is that nothing goes wrong (implementing a new email system, organising an office move). People will complain about mistakes and if all runs smoothly no one will notice.

Stay involved. Don't try to fully delegate a pet project. Instead, divide tasks into 'personal' (you) and 'practical' (them): they present the new costings; you explain the new vision.

Find Mr or Ms Right. Look for both experience and confidence. A bold beginner will make mistakes by running before he can walk; an insecure expert will need constant encouragement. Find a self-assured expert or do it yourself.

Share the load. Delegation won't work without support in place, but it needn't all come from you. Offer guidance and feedback but save time by making resources (handbooks, blogs available, and recruiting a mentor to keep people on track.

Be careful. Make sure your delegation is justifiable. Freeing yourself up for projects that benefit the business, letting others shine or matching work to people's strengths is one

thing; laziness is another. Delegation that damages your relationships or your reputation is never worth your while.

Learn from it. If something goes wrong, help them to fix it quickly and limit the fallout, and then discuss what you will both do differently next time. You have just as much to learn as they do.

Think twice. Involved in a high-profile project with people you rate? Keep hold of it. Your direct reports need opportunities to shine – but so do you.

Source: The Mind Gym: Changing the way people think, feel, and behave

ASSESSING RISK

To laugh is to risk appearing the fool

To reach out to another is to risk involvement

To place your ideas, your dreams before the crowd is to risk their loss

To live is to risk dying

To try is to risk failure

But the risk must be taken because the greater hazard in life is to risk nothing

The person who risks nothing, does nothing and is nothing

He may avoid suffering, but he simply cannot learn, feel, change, and grow, live

Chained by his certitudes, he is a slave

Only a person who risks is free

Take a risk!

THE FIVE CONSTRUCTS OF EMOTIONAL INTELLIGENCE

- 1. Self-awareness:** the ability to know one's emotions, strengths, weaknesses, drives, values, and goals, and to recognise their impact on others while using gut feelings to guide decisions
- 2. Self-regulation:** controlling or redirecting one's disruptive emotions and impulses and adapting to changing circumstances.
- 3. Social skill:** managing relationships to move people in the desired direction.
- 4. Empathy:** considering other people's feelings, especially when you are making decisions.
- 5. Motivation:** being driven to achieve for the sake of achievement

Source: Daniel Goleman

Then and now: 20 leadership lessons I wish I could have passed on to a younger me

(originally published 21 October 2014 - I have just shared this article on LinkedIn and it has already received 650 + views so I thought it was worth sharing with you too).



Then

Now

I have had the pleasure, and privilege, of delivering project management training to 2014/15 [Charityworks](#) cohort as part of their management programme.

They are graduate trainees now, but I know they will be our future senior managers, directors, and leaders in social care in the future.

The time I have spent with them has helped me reflect on my own youth as I set out on my careers in management and leadership 40 years ago. What would my 58-year-old self-tell my 18-year-old self?

At 18, I made the decision that I was going all out to get my first stripe in the Army. If I could go back in time to 1975 there would be two pieces of news! And 20 leadership lessons I would pass on:

The News.....

The Good News: Platform Shoes will never come back for men!

The Bad News: Your hair isn't coming back either!

And now.....

20 Leadership Lessons to my 18-year-old self:

1. **Re-invent yourself:** keep doing something different, add to your talents, skills, and knowledge, and don't be satisfied with who you are now. Surprise people with what you can offer
2. **Don't take your baggage with you:** Whatever went wrong, whoever hurt you or whoever you think set you back, you must move on. Let it go, otherwise it will slow you down on your journey
3. **Stop worrying** I was a worrier then, and I am a worrier now, so you will never change. If you must worry, only worry about the things you can control. Do get some perspective on your worries though. What you are worrying about now – will it be such a big deal in 6 months' time? Probably not.
4. **It takes 12 months to make the job yours:** I had to wait till 1999 to hear this gem, so I am passing it on to you now. I heard it from my Boss at the time. It reassured me that someone would give me 12 months to settle in. I have done a number of appointments since that one and he was right, each new job has taken me 12 months to get my head around it. I would also say it takes another 6 months for you to get that winning team and start flying.
5. **Want to be a success?** Start thinking of yourself as a success already. Yes, it is that easy. It's about having a winning mind-set
6. **Hard work and relentless focus:** Hard work will always beat Talent when Talent doesn't work hard. Everything you choose to do you must give your total focus. Don't be distracted with what you want to achieve
7. **What is your Unique Selling Point? What makes you different?** Stand out from the crowd. We are all paid to do a good job, that is a given. So, what is it about you that can make a difference to

those you work with, who work for you and those you will support? Think of it as your unique selling point

8. **Think about your Image: What do you want to be known for?** Take some time to think about what your brand will be. When someone thinks of you, what do you want them to think? This is what I want you to be....You are always well groomed, you have good manners, you are always punctual, you are consistent, you are optimistic, you are fit, and you help others. Got the image? Now protect it by living it each day (there are no vacations from your image!)
9. **Mentors:** Find yourself a Mentor. Now start finding yourself lots of Mentors. They will help you move faster to where you want to get to in your career(s) they will counsel you and they will guide you on your journey. Here is my favourite quote about Mentoring and what it means to me... *"I've got the attitude which I still have today that if I find someone that I really admire, someone that I think, I want to be you. I want to do the things the way you do them. I've always sort of been stupid enough or brave enough to go up to them and say, will you mentor me?"* Rene Carayol
10. **Network, Network, Network:** It really will be about who you know. Start building your networks now. Build a quality network. My top tip to you is when you go into a room think what I can do to help them, not what you think they can do for you.
11. **Volunteer: Do something for someone and not be paid for it.** You will be a Citizens Advocate, a School Governor for a Special Needs School and you will be part of a couple of projects for SSAFA ssafa.co.uk It is about putting something back, making a difference, making you a better leader and a better person, so do it now.
12. **Stretch yourself to the Limit:** You will only know how good you can be will be if you stretch yourself to the absolute limit. Only then will you realise your potential.

13. **Do something that scares you: Feel the fear and do it anyway.** A good leader has courage. Knowing the potential for danger that you might fail in your endeavour, but you do it anyway because it is the right thing to do.
14. **Learn from other cultures:** Embrace diversity, learn from different cultures and incorporate it into your life and your leadership style.
15. **Look after yourself:** The good news is you will stop drinking when you have your first daughter in 1985. You won't miss it; you will have even more capacity for work and your running will improve (you will smash your PBs) so why not stop it now. The bad news is you will never be able to give up chocolate (I have just finished off a Turkish Delight writing this!)
16. **Think about your career in 2- and 3-year cycles:** Your postings in the Army will last 2 years for plum postings (Berlin, Hong Kong, and SHAPE) and 3 years for regular tours – you will follow the same route in civilian life. First Year settle in/learn the job; Second Year enjoy the fruits of your hard work/make your team the best, and 3rd year think “what is my next challenge”? At 53 you will have the job of your dreams at dosh.org from then on it will all be about holding on to what you have got.
17. **What is your life plan? Where do you want to get to and how?** Create a Visual Success Map for your life and your career. To help you here is something one of my former Bosses Farren Drury MBE has created and I recommend it to you. GOMAKEITYOURS Visual Success Map. If you would like to know more about the VSM check out gomakeityours.com
18. **Only mix with positive people and work for/with the best:** If they are not adding quality to your life let them go. Decide you will only work with/for the best. Choose to work with the best organisation you can find. Embrace the values of your organisation – if you can't move on.

19. Set yourself the highest standards you possibly can and then live them every day: Be the best you can be every day. Don't compare yourself to others. Be competitive with yourself – be better than you were yesterday.

20. Seek out role models: Actively seek out role models, people who are successful. Observe them – what makes them successful? Adopt some of those traits and winning behaviours without losing what makes you an individual.

So, what would you tell your younger self?