

LEADERSHIP, COACHING AND MENTORING –PACK

SEPTEMBER 2021

(15th Anniversary Year editions)

2006 – 2021

Highlights in this month's edition:

Damian Piper our Resilience Coach starts this month edition with: **WiPing up a storm**

“Claire has had by many people's standards a strong career. Working in a variety of organisations People Directorates she has steadily developed and every couple of years taken on more responsibility. Life over the last five years or so has got increasingly harder for Claire. More (and more...) demands for her time, pressure on resources and growing expectations of what good looks like.....” Claire's situation resonate with you?

'Values in Action' 25 years ago I started a second career in social care supporting people in a Victorian Institution “I knew what my values were (and they haven't changed) but did I know what the values were of the organisation I was going to work for (in 1996) and if they had them, did they demonstrate them towards the people they support? I have recently been invited by a couple of my colleagues to deliver a presentation to our team on 'Values'. Now is a good time to reflect before I put my talk together.

Some years ago I attended an Institute of Leadership & Management (ILM) event with one of the UK's first leadership guru's John Adair. John's leadership concept of **Action Centred Leadership (ACL)** was shared with the wider public in the early 1970s. However within the Army; John was a regular speaker at RMA Sandhurst from the 1960s. Nearly 50 years on ACL is still vital and should be meaningful to us all as leaders. I hope you enjoy the piece included in this edition.

The final article in this month's edition: **'My running experience 1981 – 2021 One step (or stride) at a time'** I was extremely flattered to be asked by Justin Smith, Operations Manager, Thera East Anglia (TEA) to share my running experiences, on TEA's Facebook page to recognise International Fitness Day.

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It's not about how good you are

It's how Good You want to be

WiPing up a storm

Claire has had by many people's standards a strong career. Working in a variety of organisations People Directorates she has steadily developed and every couple of years taken on more responsibility. Life over the last five years or so has got increasingly harder for Claire. More (and more...) demands for her time, pressure on resources and growing expectations of what good looks like. The approaches and tools that Claire has traditionally relied upon are becoming less effective. She feels like she needs to work harder and harder to just keep up let alone get ahead. Does Claire's situation resonate with you?

Claire is not unique. It's a common set of challenges she faces. One of the observations I'd make when working with people is the desire to make the more traditional approaches to getting things done work in this new environment. And on one hand you can see the logic, "it's served me so well in the past". However, the world is changing and like it or not that has implications. I'd argue it's important to keep an open mind and objectivity about what you and or your team needs for continued success.

There's a growing body of evidence to suggest all organisations and individuals have things we can learn from the tech industry when it comes to managing our work. This can create resistance for some people e.g. "I'm not a tech giant working in Silicon Valley". This for many is absolutely true. However, we can draw on the principles used to help manage our work and delivery. Here are three elements to consider:

1. **What are you ultimately looking to achieve?** Nothing new here. It's a great reminder that to get the most important work done and make best use of our potential we need clarity about what outcomes or value we are looking to deliver. The scale and time horizon of the answer to this question will vary from person to person. The important thing is you have an answer with which to reference the day-to-day decisions against.
2. **Set near-term deliverables and maintain focus.** In many tech organisations they would set near-term deliverables for two weeks. What progress can we aim for in the context of 1 above in the space of a two-week period. It's then important that this is reviewed frequently (for some people this means daily). This will ensure focus and shared understanding of progress or problems. During this period other things are likely to come along. Using what you are ultimately looking to achieve, judgement and discipline are required to assess the need to change. There's a high bar to changing as this will only increase your Work in Progress WiP and reduce the chance of things getting completed. For many this element is challenging to accept and in some ways counter-intuitive given the buzz phrases like "we need to be more agile". Agile doesn't mean anarchy. In fact, done well, it's incredibly disciplined.

3. **Review WiP, backlogs and new work for importance.** So how do you handle new work that shows up? Rather than dropping what you are doing and starting another new thing there's a good chance you will need to add it to your list of other future work to do. Then at the right time you can undertake a more comprehensive assessment as part of your wider planning. With the aim of making a shift towards delivery of the more important work. This is hard for many organisations and individuals as there is often a lure of latest and loudest 'urgent' work that shows up. Yet, in the context of what you are ultimately looking to achieve it's just not as important. Again, this requires judgement and discipline to keep your WiP and backlogs relevant and aligned with what you are ultimately looking to achieve and your capacity.

For many people, they are more comfortable with and are doing variations of 2 above. However, struggle with the absence of 1 and 3. If that's you, why not experiment over the next month to see if they can help you. Using a traffic analogy, the more cars you have on the road chances are the slower they end up going. And without traffic lights and road signs, grid lock occurs. Thinking of your WiP as cars on a road and the systems you put around them as the traffic management can help.

I'll end this month's post with one of the common mantras from agile delivery "stop starting, start finishing". Managing your WiP will help you achieve this and hopefully get more of your important goals over the line. Which will lead to greater value and happiness. Sounds like something worth trying?

As always, I'm interested in your thoughts.

Damian

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“Every human has four endowments: self-awareness, conscience, independent will and creative imagination. These give us the ultimate human freedom. The power to choose, to respond, to change.”

Stephen R. Covey

VALUES IN ACTION

Introduction

I started supporting people with a learning disability 25 years ago. This is my second career. My daughter, Bettina, was 9 years old at the time. Bettina copes with a learning disability, autism, and epilepsy. I knew what my values were (and they haven't changed) but did I know what the values were of the organisation I was going to work for and if they had them, did they demonstrate them towards the people they support?

Several years ago, driving to the office on the M11, I was tuned into BBC Radio 5. A listener was telling the presenter about the importance of British Values. The presenter responds by saying what are they? "urmm, mmmm, a pause" and after not getting a coherent response from the listener, the presenter eventually cuts to the next person. I make a mental note not to make statements unless I can back them up and give examples. I also think, could I name our company values and best of all could I provide evidence we live them?

I have recently been invited by a couple of my colleagues to deliver a presentation to our team on 'Values'. Now is a good time to reflect before I put my talk together.

Definition for "Values"

A set of principles or standards of behaviour; one's judgement of what is important in life.

A set of moral principles that help you to decide what is right and wrong, and how to act in various situations

A philosophy that is meaningful to the company

Related: [Giving Voices to Values – Leadership in the Raw](#) by Meike Beckford

How they have worked in our company



Dosh (Financial Advocacy) Ltd is a company supporting adults with a learning disability to have more control and independence with their money. www.dosh.org Dosh is a Not-for-Profit Company and I have had the honour of being Dosh's Managing Director since 2009. There are currently over 40 members of staff supporting 1200 people across England, Scotland, and Wales.

Our Values are a statement of intention and commitment to achieve a high level of performance for the people we support.

Our values are an internal reference and are designed to maintain a consistent approach in our work and support to people, no matter how much we grow as a company.

We have a 'code' which we share with each other, which includes:

Our Values

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

Our Values are aimed towards each other and the people we support. We do not differentiate.

Why Values?

- ✓ Values influence people's behaviour and serve as criteria for evaluating the actions of others.
- ✓ They have a great role to play in the conduct of life.
- ✓ They help in creating norms to guide day-to-day behaviour.
- ✓ The values of a culture may change, but most remain stable during one person's lifetime. The Dosh Values have been constant for the last 12 years
- ✓ Defining your values and then living by them can help you and your colleagues feel more fulfilled

How we deliver them:

- We consult with the people we support and set standards that they feel are important. Here is our: [Dosh Promise – Dosh – Financial Advocacy](#)
- They drive our behaviour and our interactions with the people we support and each other
- We regularly talk about our Values with each other, either on a one-to-one basis or as part of team.
- We challenge each other – are we adhering to our values? (they are an internal reference about what is good)
- A set of qualitative goals we strive to achieve each year (which is included in our business plan and regularly assessed).
- We do what is right over what is easy. Here are our 8 pillars of Trust [Doing what is right over doing what is easy – Leadership in the Raw](#)

Benchmarking

Personal Values are different for each person. These can be defined as ideas or beliefs that a person holds.

As I started my new work 25 years ago, I had the opportunity to set up a new team from scratch which would support people to be part of their local community who had previously not left the Victorian institution where they lived.

On my first day I had decided that my benchmark would be 'Bettina' when it came to setting out our values. What would I want for Bettina? And would I be happy with the people I recruited supporting Bettina? I have not moved from this position over the last quarter of a century.



Related: [Being Bettina's Dad: Bettina's Code of Conduct – Leadership in the Raw](#)

Now define your Values:



Image courtesy of: <https://www.entrepreneur.com/entrepreneurship/company-values-define-values-company-generate-commitment/>

Steve Raw www.leadershipintheraw.org

MY TOP PICKS FROM Ted.com

8 lessons on building a company people enjoy working for:

https://www.ted.com/talks/patty_mccord_8_lessons_on_building_a_company_people_enjoy_working_for something we try to do every day in Dosh (Financial Advocacy) Ltd
www.dosh.org

Judson Brewer: A simple way to break a bad habit:

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

Can we break bad habits by being more curious about them? Psychiatrist Judson Brewer studies the relationship between mindfulness and addiction — from smoking to overeating to all those other things we do even though we know they're bad for us. Learn more about the mechanism of habit development and discover a simple but profound tactic that might help you beat your next urge to smoke, snack or check a text while driving.

This is what happens when you reply to spam email:

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

Suspicious emails: unclaimed insurance bonds, diamond-encrusted safe deposit boxes, close friends marooned in a foreign country. They pop up in our inboxes, and standard procedure is to delete on sight. But what happens when you reply? Follow along as writer and comedian James Veitch narrates a hilarious, weeks-long exchange with a spammer who offered to cut him in on a hot deal.

<p>“Leaders who don’t listen will eventually be surrounded by people who have nothing to say” Andy Stanley</p>
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Unleash The Wow In Everyone

Time to read: 27 seconds

Dear Steve

It’s the only way to survive and thrive in these tough and unpredictable times – unlock and unleash the unlimited strengths, passions and genius in the people that you already have.

The next big thing is your people – the very people who are sitting around waiting for the next big thing!

How?

For starters ask everyone – that is everyone, these three questions:

1 ‘If you were running the show right now, what would be your top priority?’

Whichever ones you go forward with, actively involve the person/people who suggested it

2 'What is the number one skill, talent or expertise you have that we as an organisation are not making full use of?'

Make sure they are actively encouraged to use whatever they say

3 'What is the main thing we need to do, for us to not just be a great place to work, but also a great place to be?'

As 1

With thanks to John Leeman at Trust Ford and Nik Kyriacou at Alchemy

David

@nakedleader across all social media

www.davidtaylorblog.com

www.thorlhome.com

"Be miserable. Or motivate yourself. Whatever has to be done, it's always your choice." -
Wayne Dyer

CONCURRENT ACTIVITY

Essentially once you work out what a task is that needs to be done, you then work out all that can be done at the same time to achieve it. So that you don't waste time, in military parlance you would be given a mission and then you know a whole lot of tasks need to be done and you have this in outline, so you give a warning order and then issue instructions about a number of tasks that need to be done, weapon cleaning, last meal, camouflage taken down, ammo issued and all this before you have given any thought to how you will actually achieve the mission. A civilian example would be please write a paper on x. You know you will need information for it, so you can task a number of departments to start finding and sending info on relevant subjects you feel you might need, you can ask your PA to set up a number of meetings to discuss paper, you can warn the graphics dept. you need some assistance etc., all this before you have even set pen to paper, just because there are a number of things that can be done to assist you that can be done concurrently.

Alan Bristow – Chair and Non-Exec Director of Dosh Ltd

Alan is a former Colonel and one of my bosses in my first career and lived this activity

"Worrying is carrying tomorrow's load with today's strength – carrying two days at once. It is moving into tomorrow ahead of time. Worrying does not empty tomorrow of its sorrow; it empties today of its strength"

Corrie ten Boom



I feel the capacity to care is the thing which gives life its deepest significance”

Pablo Casals

How to Get Over Your Fears and Get on with Your Life

By SUCCESS Staff

[Fear cripples people](#) and keeps them from pursuing and reaching their dreams.

If you’ve ever felt the heart-wrenching fear that seems to paralyze you, you may think there is no getting around it. But conquering fear isn’t about refusing to feel the emotion of fear. It’s about changing your perspective, developing a new mindset and accepting that which you can’t control. Here are four tips for battling your fears.

1. Discipline your thoughts.

Fear is an action of the mind. Fear is a use—or rather a misuse—of the imagination. In reality, when you fear something, you are simply choosing to imagine a future happening. You are fearful that your spouse will divorce you or that the snake will bite you, or that you will lose your job. So when we fear, we are simply letting our minds imagine a bad future. There are two things you can do.

One would be to imagine a good future. The other would be to stop thinking about the future and just take every day, [every moment, one at a time](#). If you are a fearful person, either one of these would be preferable to living in the prison you currently live in. We have to discipline our minds and choose not to think about a bad future. We can do that. We can choose our thoughts. It takes discipline.

2. Accept the realities of life.

Much of what people fear is the reality of life. People die. People lose jobs. People choose to do unpredictable things in relationships. There is nothing you can do about that. Period. Some people are afraid they will go bankrupt or broke and worry endlessly about their finances. What should they do? Work hard, save, invest and live life. Could you go bankrupt? Yes.

These things happen and all you can do is work to make your life what it can be and [accept that sometimes things happen](#), even tragic things. If they happen, you experience the pain and emotion then—there is no sense forcing yourself to experience it before it happens—if it happens at all. This is a mental adjustment we make that enables us to get over the fear.

3. Give yourself good information.

Much of what we fear is irrational and not based on good information. For example, someone afraid of snakes will scream when they see a garter snake, even though there is nothing the snake can do to them. Take the time to educate yourself about whatever it is you fear and see if that doesn't help you gain the mental edge you need.

4. Take control only of those things you can control.

Much of what we fear is out of our hands, and we can't control it. You can't control if your spouse leaves you. You can control how you treat your spouse. You can't control a downturn in the economy. You can control whether you save for a rainy day or not. You can't control whether you will get a fatal disease. You can control whether you eat right and exercise.

[Control what you can control](#), and let go of the rest. Getting over fear is an issue of the mind and the spirit, and the battle over fear can be won.

This article was published in March 2010 and has been updated.

Photo by fizkes/Shutterstock

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SUCCESS is your guide for personal and professional development through inspiration, motivation, and training.

"I am afraid we must make the world honest before we can honestly say to our children that honesty is the best policy"
George Bernard Shaw

Ten Ways to SELL AN IDEA

1. Clearly identify what's needed and why
2. Sound out your idea to co-workers...
3.even test it on a friend or relative
4. Gather facts and data to support your argument
5. When presenting, get straight to the point
6. Keep succinct by avoiding jargon
7. Make eye contact
8. Memorise. Don't read from a script
9. ...or worse, bombard listeners with PowerPoint slides
10. Share the credit – acknowledge when others have helped

From Management Today

Eleanor Roosevelt said "One's philosophy is not best expressed in words; it is expressed in the choices one makes.... In the long run, we shape our lives, and we shape ourselves. The process never ends until we die. And the choices we make are ultimately our own responsibility." If you want to reach your potential and become the person you were created to be, you must go out of your way to seize growth opportunities as if your future depended on it. Why? Because it does. Growth doesn't just happen – not for me, not for you, not for anybody. You have to go after it!

Action Centred Leadership

Balancing task, team and individual

Imagine you've recently started a new job as a team leader. At first, you're completely overwhelmed with all there is to do. You've got to get to grips with the group's objectives, assign tasks, keep everyone motivated, and adhere to a strict schedule. And that feels like just the tip of the iceberg!

You also know that, under your predecessor, several of the team were struggling a little, so you devote a lot of your time to coaching these individuals. This seems to be working well, with the team members concerned growing in confidence as a result of your hard work. But after a few weeks, you start to realize that things are going badly wrong in other areas.

The group isn't working cohesively as a whole, and an unpleasant blame culture has sprung up amongst several team members. And an important deadline is missed. You've been so busy coaching people that you didn't see these things till it was too late.

Managing a team is very much like juggling several balls at once. Drop one ball, and it spoils the whole pattern.

Unfortunately, this is an easy mistake for managers to make, as they spend too much time on one responsibility at the expense of others that are just as important. This is where a management model like Action Centred Leadership helps you monitor the balance between the key areas for which you're responsible, helping you avoid dropping any balls along the way.

In this article we'll detail what Action Centred Leadership is, and how to use it with your team.

Action Centred Leadership

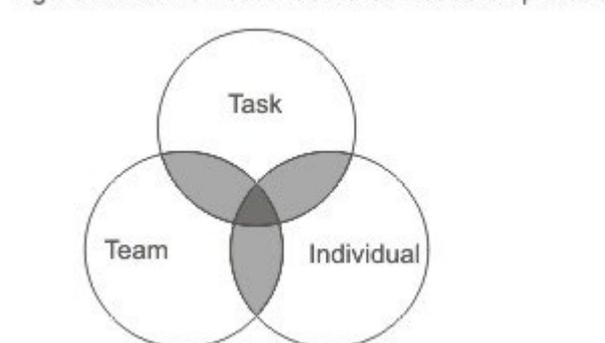
Action Centred Leadership (sometimes known as ACL) is a model that was first published in 1973 by leadership expert, John Adair.

It's so-called because it highlights the key actions that leaders have to take when managing their teams. And it's particularly helpful because it groups these responsibilities together under three key areas:

- Task: Achieving the team's goal.
- Team: Developing and building your team, so that it's ever more effective.
- Individual: Helping individuals develop their full potential in the workplace.

These areas are represented by the three interlocking circles, as shown in Figure 1 below.

Figure 1: Adair's Action Centered Leadership Model



The model states that leaders must balance the actions they take across all three key areas if they want their group to succeed. The areas are interdependent; if a leader focuses too much on one area and neglects the other two, then the group will experience problems.

Although Figure 1 shows all the circles being the same size, this doesn't mean that leaders should always divide up their effort across these areas equally. Rather, the most appropriate balance varies according to the situation, and over time.

The shaded areas in Figure 1 show where one element relies on one or both of the others for success.

Here is an example that illustrates this interdependency:

Imagine your team is working well together, and everyone has the skills to accomplish the final goal. However, there's one team member who isn't carrying his share of the load. He's lacking motivation, and missing deadlines. The entire group's morale starts to suffer because this one member is dragging down their productivity, and the team misses its deadline because he hasn't finished his work.

Here, issues with the individual are negatively affecting the task as well as the team.

Alternatively, imagine what would happen if you didn't articulate your team's goal properly. Everyone may have great individual skills, and people may work really well together, but because no one is sure what they should be trying to achieve, progress isn't being made towards your goal.

In this example, both the individual and the team needs are being met, but task needs are being ignored. Because the group isn't sure how to accomplish their task, they're headed towards failure.

How to Use the Tool:

Review the activities you're carrying out for each of the three key leadership areas, and make sure that you're dividing your time amongst all three appropriately.

Here's a list of common tasks for each of the three management responsibilities. You can use these as a guideline; and tasks can be added or eliminated based on your specific situation.

Task

- Identify the purpose of the group and communicate that purpose to all team members.
- Clearly state the final goal of the group.
- Make sure everyone understands the resources, people, and processes that they should be using.
- Establish deadlines for project tasks and explain the quality standards you're expecting.

- Create a detailed plan for how the group is going to reach their final goal.

Group

- Identify the style the group will be working in (very formal, relaxed, etc.)
- Make sure that everyone in the group has the skills and training to accomplish the final goal.
- If your team will be working in smaller groups, appoint a leader for each group, and make sure that he or she is effective and properly trained.
- Monitor group relationships and resolve conflicts where necessary.
- Work on keeping the group motivated, and morale high.
- Give regular feedback on the group's performance.

Individual

- Make sure that you spend some one-on-one time with each member of your group for assessment: identify their strengths and weaknesses, their needs, and any special skills they can bring to the group.
- Make sure each group member has the skills to perform his or her role successfully.
- Appropriately praise and reward individual team members for their contribution to the group.
- Help define each individual's role within the group and agree the tasks they're responsible for.
- If any team members seem to be lagging behind, coach them until they're back on track.

If you'd like to learn more about your leadership style and how you can apply it to the Action Centred Leadership model, you can purchase ACL tests from John Adair's website.

Key Points

Leaders have many responsibilities when it comes to managing their teams. And, it's easy to get so focused on one area that the others slip by the wayside, leading to an unbalanced, poorly-functioning group.

Using a tool like Action Centred Leadership can help any leader stay on top of the most important responsibilities, and keep the group working efficiently, happily, and productively.

If you'd like to learn more about your leadership style and how you can apply it to the Action Centred Leadership model, you can purchase ACL tests from John Adair's website.

Source: edited from 'Mindtools'

My running experience 1981 – 2021

One step (or stride) at a time.

HOW IT STARTED



Hong Kong waiting to start circa 1981

heading towards the finish line

Sweat beads are rolling down my neck, my running vest is already damp, and I haven't started running yet. A typical hot day in downtown Kowloon in Hong Kong. I am standing on the start line waiting for the start of the inter department 2-mile relay at Ordnance Depot, Hong Kong. There is a crowd gathering from the local factories to watch. We are a mixture of British soldiers, Hong Kong-Chinese soldiers, and Chinese civilians. I am not sure how I will do as I am relatively new to running as a sport and I think I have been chosen for my youth (early 20s) and I play football (badly).

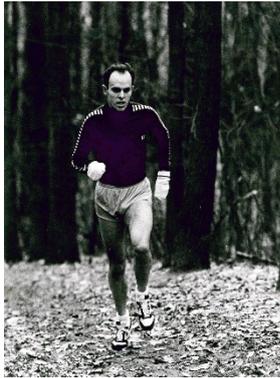
I do surprisingly well and I am part of a winning team. My time is just over 12 minutes which is not bad given it is 32c and 95% humidity. I am thinking I could be quite good at this and I love going up to pick up my trophy - something my wife, Joyce, will tease me with for ever more.

Five Lessons I learned that day:

1. A sense of accomplishment, completing something I was not sure I would be able to achieve.
2. A sport I could do as part of a team and also as an individual. After the race and for the remainder of my two-year tour in Hong Kong, I would regularly go out for runs and take in some of the sights from a different angle.
3. I didn't need talent, just hard work, effort, and commitment to accomplish my goals.
4. It doesn't cost much! My kit for my first marathon included a pair of running shoes which cost £5 in China, a pair of Hawaiian beach shorts and an old orienteering vest.
5. A sport that could easily fit in with my personal and work life, as long as I did a little planning first – I just needed to work out a routine and stick with it.

Related: [Get up and go! Take a leap forward – part 1 – Leadership in the Raw](#)

HOW IT WENT



Competing in Spandau Forrest The Berlin Infantry Brigade X Country Champions (I am back row first left)

New Year's Day 1987 early in the morning, it feels a little surreal as I run ankle deep through spent fireworks from the night before as I head towards Spandau Forrest which will reach out to the Berlin Wall. It is the first day of our family posting with the Army. During our 2-year tour I will compete in Cross Country Championships, win 5000m track races, complete a marathon, a 25km finishing in the Olympic stadium, half marathons and come 3rd in a Berlin 10km. You could say I got the running bug after Hong Kong.

Seven Lessons I learned as a runner

1. Running would open new possibilities to travel. Before arriving in Berlin, I had completed marathons in London, Edinburgh, Newcastle, and Manchester; countless 10Kms and half marathons in Belgium, Germany, and Holland. Later I completed a 2-day 'Original Mountain Marathon' (OMG) in the Brecon Beacons.
2. You can train and run anywhere! During my posting with the Royal Marines we would often be aboard ship for long periods but that didn't stop us from going for a run, we just utilised the car deck (although it was an incredibly boring route).
3. You get to join a special community of like-minded people who are both supportive and fun to be around. When I played football, players shouted at me (I was that bad) whereas fellow runners and athletes shake your hand at the end of a race or laughed when I completed a 110m Hurdles for my club.
4. You learn from different cultures and nationalities. During my time in Berlin, I joined a civilian club (LG Spandau) and before arriving in Berlin I was part of a Belgian Club which included runners from 16 nationalities.
5. You have the opportunity to help others become better at their sport. I also coached, captained, and managed running and athletic teams. Sharing my knowledge and the lessons I have learned is something I enjoy doing.
6. You could use your running fitness to try new activities and sports. During the 1980s and 90s I was involved in Hang Gliding (qualifying as a pilot), rock climbing, canoeing and tried - to varying degrees of success - biathlons (in Norway) and a triathlon.
7. To maximise my performance I needed to consider what I consumed. So lots of fruit, fresh food and cancelling alcohol were the order of the day.

Related: [30 leadership lessons from 30 years of running and athletics – Leadership in the Raw](#)

HOW IT IS GOING



Training during Covid19 – self isolation in the back garden

As I type I am days away from reaching my 65th birthday. I am proud to say I am still a runner after 40 years. I fit in five sessions a week which includes a long run on a Sunday. Although I am a little kinder to myself in regard to intensity and mileage, I still have goals and ambitions such as coming first in my age group for Colchester's Parkrun this year.

Soon I will be visiting one of my favourite places, Whitby, where I go for a run at 7am each morning. As I run along the beach front I will take the time to be grateful and show my gratitude.

Related: [Being Bettina's Dad – Taking the time to be grateful and showing gratitude – Leadership in the Raw](#)

My Top Tips for Getting Started and how to keep motivated when you really don't feel like doing it.

- ✓ Build up slowly. For my first marathon I started with 5-minute runs, slowly increasing mileage by 10% each week. Every third week I would do 10% less, so my body recovered. I recommend this tactic to avoid injuries.
- ✓ To get the best out of your running (for me) it is about three things:
 1. Breathing – getting a rhythm that you are relaxed enough to be able to talk with your running partner when you are running – can't talk? You are going too fast.
 2. What is going on in our head – don't neglect your mental health – find ways to make your mind more healthy and stronger so you can execute under pressure.
 3. Miles in the bank. Early on a fellow soldier I admired for his running said I could be as good as him if I trained as hard – so I did. It is one of the few sports you get out what you put in. (I could have played football all day and still be rubbish at it).
- ✓ Lay your running kit out the night before – you are now committed.
- ✓ Remember the hardest bit about running is your first step out of the house. The rest is just tenacity.
- ✓ Seek out a running partner preferably someone who is a bit better than you.

Related: [Project Management – Project Managing your Life – Leadership in the Raw](#)