



LEADERSHIP –COACHING AND MENTORING PACK

The Christmas Special Annual

(15th Anniversary Year editions)

2006 - 2021

I would like to start this edition with thanks and gratitude to those who have contributed to the monthly pack throughout 2021. I would especially like to thank everyone who sends me wonderful messages about both the Leadership & Engagement pack and blog posts 'Being Bettina's Dad' series. Your emails make my day! Thank you for your support.

The 'Christmas Annual' includes a piece from each month, working backwards through the year. Highlights include:

A new article from our Resilience Coach, Damian Piper '**We don't have time for training...**' "This month's article was triggered by a coaching conversation, where a quite stressed individual had got themselves caught in a loop that they didn't have time for training and development (or learning and development) as they were too busy yet recognised the gaps in their own performance that were adding to the busyness." Thank you, Damian, for writing exclusively for the Leadership Pack throughout 2021. Your articles are awesome!

'**Managing My Mental Health - Landlord and Tenant**' by Joyce Raw. This is Joyce's take on managing her own mental health. 'My mental health, and consistent good nature, normally elicits two responses from others. I am either a) faking my ability to cope with all that comes my way, or b) I clearly do not fully understand what is going on. Neither is the case. To begin with, I come from a large northern family (four sisters and five brothers) where coping mechanisms, problem solving and taking care of yourself are the order of the day.'.....

'**Giving Voices to Values**' Meike Beckford wrote this piece during her time as Lead Director for Dosh Ltd. Meike is now the Head of Impact Management for Thera Trust
www.thera.co.uk

Leaders Lean Back! (this is my leadership philosophy) "Sitting in the back of a freezing cold military vehicle, we are parked up on the edge of a forest. It is the middle of the night; the skyline is lit up by moon light and there is no wind - it is deathly quiet. It is cold because we are somewhere within the Artic Circle" My story starts in North Norway 35 years ago and is brought up to date.

6 Domains of Resilience. Rebecca Alexander from 'The Coaching Studio has written exclusively for us: "The past year has been challenging for us all, and the question I've heard most often when coaching teams and individual clients has been 'how can I improve my emotional wellbeing?" Thank you, Rebecca your article has certainly helped me, to better understand my resilience and wellbeing.

100,000 Versions of You from Jonny Rudge "Whether we like to admit it or not, everyone we know will perceive us, our actions and our leadership in different ways...." Jonny is Head of Fundraising for Thera Trust.

'Me and my team' by Roger Whalley. Roger shares the work of Douglas Macgregor, from his book "The human side of enterprise" and his ideas look at the type of manager you might be.

Sunday 14th November was World Diabetes Day; my colleague and friend **Sarah Bolger** wrote an article to raise awareness Diabetes Type 1: **Our life with T1D – (Type 1 Diabetes)** I found Sarah's story incredibly moving and inspirational.

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It's not about how good you are

It's how Good You want to be

Courtesy of Roger Woolley emailed to me on 12 December 2021

Please remember to dream!

Your job is the dream of the unemployed

Your house is the dream of the homeless

Your smile is the dream of the depressed

Your health is the dream of those who are sick

Beautiful things happen when you distance yourself from negativity

Find something to be grateful for and never forget to dream

New from Damian for December:

We don't have time for training...

Up and down the country the referee's whistle blows to signal the start of a competitive game. Be it netball, hockey, or football, what happens the moment after the whistle blows is based on a whole host of factors. One major contributing factor is the level of training the competitors have put themselves through. Training is as much a part of the job of the athlete as the competitive game. So why is it so different in other workplaces?

This month's article was triggered by a coaching conversation, where a quite stressed individual had got themselves caught in a loop that they didn't have time for training and development (or learning and development) as they were too busy yet recognised the gaps in their own performance that were adding to the busyness.

“Everyone is busy. So are the ants. The question is: what are we busy about?”

Henry David Thoreau

Some people are probably reading this and thinking, I get the point, but sport is different. And on many levels, they'd be right. However, I'd ask that you reflect to see what we could learn from sport, adapt it, and then apply it to our own circumstances.

What constitutes work is made up of a whole host of things. Here's a few examples: the outcomes to achieve, the interaction with others, the culture of the organisation. I'm confident you'd be able to add to this list. It's the last one of my lists that really interests me.

In the high-performing cultures I've worked in and with, learning and developing isn't something that's a nice to have when all the 'real work' is done. It is the real work. Here's three things I've learned from those environments:

- **Invest to be the best.** People begin to doubt anyone who is not open to and dedicating time to L&D. If we are going to be the best, then we need to keep ourselves sharp and relevant to the changes internally and externally. Not overly rely on what has worked previously.
- **L&D is a mindset not an event.** L&D comes in many forms. For many people they quickly revert to the formal elements such as courses. L&D in high performing environments is a mindset not an event. How can we get better? This could be asking questions as a team, does the agenda still work for our weekly meeting? Or keeping up with the latest changes in software by dedicating time to research and get familiar. Or practicing a difficult conversation you might need to have.
- **Shift the language from failing to learning.** Going back to the sporting analogy. The brilliant set piece on a Saturday afternoon in the stadium which comes off too much applause from the fans, has likely been worked on all week. The team will have worked hard, with multiple adjustments and changes to get it 'right'. In sport they call that training. Often in the workplace trying things that don't work first time is referred to as failing. Which one makes you feel more energised, learning or failing?

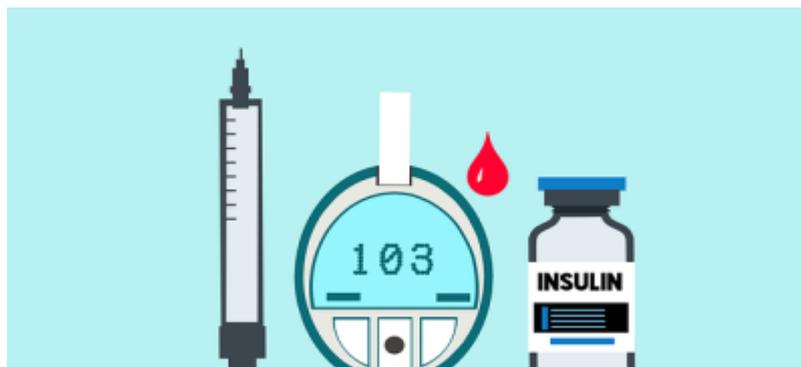
As we head into the new year is it time for you and your team to rethink how you might change how you spend your time? I suspect if you decide the L&D needs to play a bigger part, it will be one investment that pays off in 2022.

Either way, I wish you a happy and healthy holiday season. Here's to 2022. Best year yet?

Damian damian@effectivechallenge.com



www.effectivechallenge.com/podcasts



Our life with T1D – (Type 1 Diabetes)

By Sarah Bolger, Financial Advocate for Dosh

(appeared in November's edition)

This year, 2021, marks 100 years of insulin. In 1921 Frederick Banting and Charles Best successfully managed to isolate the hormone insulin. Within a year people suffering from this fatal disease were being treated and the previous death sentence of usually no more than 2 years became decades. They sold the Patent to the University of Toronto in 1923 for \$1 each so that as many people as possible could be saved.

Roll forward 100 years and scientists are now investigating the link between Covid 19 and the increase in children being diagnosed with Type 1 diabetes since the beginning of the pandemic. The cause of Type 1 is unknown, but it is believed that Virus' play a role. We believe that Charlies autoimmune system may have been overstimulated by Norovirus which landed him in hospital a couple of years before diagnosis, but we don't know that for certain

The discovery of insulin saves my Sons life every day.

Before I was the Mum of a Type 1 Diabetic, I was just a Mum. .

Then T1D came into our lives and all of that changed. Now don't get me wrong. If I could click my fingers and Charlie didn't have this chronic health condition, I would in a heartbeat, but he does, and I can't. So, here's where we had the choice. We could let this thing overwhelm us and affect our lives forever or we could choose to see the positives in it and that is the choice we made.

When your Child is diagnosed you leave the hospital with lots of glossy brochures and a handful of emergency numbers. You read the blurb and it can scare you to death with talk of complications such as kidney failure, blindness, Heart attack, stroke, amputation, and depression. These are all very real risks if not managed correctly but for us we made the choice to spin the scare factor for Charlie and embrace the positives. The brochures don't tell you about the tiny pink scars which are all over his stomach and arms from pump changes and the lumps where insulin builds up under the skin. They don't tell you about the blood all over pyjama sleeves where you knock and dislodge the cannulas in the night. Balancing these downsides with the positives when we can as often as we can is the way we cope as a family.

These are the ways that T1D has moulded Charlie and made him the person he is today. He knows he is different and unique. He accepts and embraces it.

Communication skills

Charlie has spent the last 8 years having conversations with healthcare professionals and having them listen to him and respect his words and his opinion. He is quite capable of calmly explaining and educating people who say, "ooh you can't eat that can you" or "did you eat too many sweets when you were younger to get diabetes".

Maths's skills

Years of having to calculate how much carbohydrate is in everything that he eats, and drinks has turned him into a maths whizz. He could do calculations in his head at 10 much quicker than I ever could.

Acceptance

Charlie knows there are things beyond our control and he just accepts that. He knows he can't just go out with his friends without making sure he has his blood glucose meter and sugar tablets and phone with him. He knows that he can't just sleep over at a friends without a training session for the parents about emergency measures. He also knows that some friends won't have him over at all as it's just too much responsibility for some. He knows he has to take his exams in a separate room to his friends not in the mai

n hall so that he can hear his alarms and the exam clock can be stopped while he adjusts his levels. We have always told him he can do anything he wants in life, but he just needs to plan a little better than the next person.

Body awareness

He knows he needs to keep fit and healthy as this helps keep his blood sugars stable. Charlie plays ball hockey and has played abroad representing GB and he also coaches an under 10 team once a week. He also knows he has a Mum with a Mary Poppins style bag with a constant supply of Haribo's, jelly babies and sugar tablets. A sweet for every occasion and he knows how to use them...

Confidence

He knows he has to stand up for himself and say what he needs for his condition and has learned to do so over the years but that has grown his confidence. Charlie is now 15 and he recently saw a job advert on Facebook for our local pub. "I think I will pop in and see them" he said as he toddled off down the road. That was two months ago and now he works front of house for them a couple of shifts a week. He is so calm and confident. I wish I had been like that aged 15!!

Maturity

He has had to grow up quickly and realise the implications of his actions on his condition. It also means though that he seems more mature than other 15-year-olds and has actually mentored newly diagnosed children with Type 1. When he was newly diagnosed, he gave a talk in school about his condition. When he showed his friends his pump and CGM they thought he was bionic!!

Patience

You try deciding on a whim you want a slice of pizza, then having to calculate the carbohydrate in it, give your insulin and then wait 15 minutes for the insulin to start to work!! Also, when we go on holiday, we are always that family in front of you that have to unload the medical bag into about three of those trays at immigration and can't go through the scanners so have to be patted down and swabbed!!

Gratitude

We have a celebration on the anniversary of his diagnosis every year – his Diaversary!! We celebrate how well he copes each year and how proud we are of him. We have cake!!!! He thanks me every morning when he sees how many times, we have been up in the night to correct his blood sugars. He also realises how lucky he is to have lifesaving technology such as his continuous glucose monitor and tubeless insulin pump. Not everyone has access to these. For me, I get to see the most beautiful sunrises most mornings on my way back to my bedroom from his.

There are many other attributes I could talk about such as Flexibility, resilience, mental strength, empathy, planning skills, multitasking, and coping with disappointment but I would bore you all silly.

We very rarely get Charlie's blood sugars in range for a full 24 hours , in fact I can't remember if we ever have, but we do our best. We focus on the LIFE in Life with diabetes. It's not easy but we always try to stay positive and have fun. In fact, if you ask Charlie, he will say we are a bit of a mad family

This month, Diabetes awareness month, be aware of the signs in your Child. The link below shows what you need to look for. Type 1 Diabetes is a life-threatening condition if left undiagnosed. Go straight to your GP and insist on a blood glucose test. The symptoms can sometimes look like other less serious conditions so trust your gut if your child displays the tell-tale symptoms.

https://www.diabetes.org.uk/get_involved/campaigning/4-ts-campaign

Giving Voices to Values

by Meike Beckford. Head of Impact Management for Thera Trust

(appeared in October's edition)

We have been thinking about our values in my organisation Dosh recently, and particularly how we act on them – doing and not just saying, particularly when it's not easy. This comes from my MBA work on ethics and values which led to a project with the Dosh team to check on our shared understanding of our values, think about what makes it easy and difficult to act on them and looking at how we can practice speaking up and acting in line with our values the next time we are challenged.

This is something we all deal with both professionally and personally, whether it is being asked to by-pass standard checks and processes to rush something urgent through, or brush something under the carpet that doesn't look so good. Equally, we have opportunities to do something to strengthen our values through new projects and everyday work, particularly in leadership roles.

Every day, we have to make judgements – we exercise practical wisdom. This means 'wanting to do the right thing and figuring out the right way to do the right thing in a particular circumstance, with a particular person, at a particular time' (Barry Schwartz1). This idea comes from Aristotle and has been developed by many academics, management writers and others since. It says:

We need both emotion and logic/reason to make good decisions

We can't have a rule or process for everything – we all need to exercise judgement and having too many rules can 'deskill' us and block people's ability to think about ethical and moral considerations

We can practice and build this moral skill and we learn from experience

We each need to take personal responsibility for the ethical decisions we make

Some decisions are not clear, but sometimes we do know what we should do, and the difficulty is actually doing it

There is some serious background to this, in studies that have looked at how some of the worst atrocities committed across the world were passively or actively accepted and allowed by many people who didn't speak up. More recently, Mary Gentile has picked up this idea and asked what made the minority speak up and what can we learn to help us all build this skill?

She has created the concept of Giving Voice to Values (see this video and her website and book² for much more on this), which we adopted to help us think about our own approaches. Here are the steps we followed to help us explore the topic within Dosh:

1) What are our values?

There's no point in giving voice to something if you don't know what that is, so we started by reviewing what we thought our organisational and personal values were, what the common ground was and how we wanted to act as an organisation.

For Dosh these centred on being person centred, putting people in control of their money, and enabling them to achieve their goals

2) Reflecting on past experiences, enablers, and disablers

We each looked at past experiences where we had and hadn't acted on our values and thought in each case about what had helped us to, or blocked us from, speaking up. We gathered these together as our enablers and disablers. There were some similarities, but these are also personal to each individual, so it needed some personal reflection on what worked for each of us.

For example, for me an enabler is having a strong values-based, supportive culture around me, whereas a disabler is being rushed and put under pressure to make a decision immediately.

3) Practicing our response

Knowing what enables us to respond the way we want, we then discussed current situations we are facing and what arguments and responses we are likely to hear from others against acting in line with our values. This might be that we don't have time to do things properly, or that we should be loyal to our team (and therefore not expose our mistakes). We can then use our knowledge of our enablers to create the right situation and approach and practice or 'pre-script' our responses: 'when they say X, I will say Y' and I will speak to them about it in this situation/environment. This is not about taking away people's judgement or having a set response for everything but helping people to be confident in saying what they want to say.

We discussed responses like 'I understand this is urgent and I also need to make sure we keep X safe, so this is what we can do to move this forward...'

This is all about building up everyone's skills in acting on our values, as we recognise that we each make decisions in our everyday work that can strengthen or undermine our values and ultimately shape our long-term culture and direction as an organisation. It is not down to one manager to make all the decisions or set out enough processes to cover every eventuality but upskilling and building confidence so that everyone can drive forward, voice and live their and the organisation's values now and in the future.

1 Barry Schwartz (2011) Practical wisdom and organizations. Research in Organizational Behaviour, 31, 3-23.

2 Mary C Gentile (2010) Giving voice to values: how to speak your mind when you know what's right. New Haven [Conn.]: Yale University Press.

CONCURRENT ACTIVITY

Alan Bristow

(appeared in September's edition)

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

DON'T CALL PEOPLE OUT CALL THEM IN

(appeared in August's edition)

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."

CAREER MASTERCLASS

SEEING WOODS AND TREES

(appeared in July's edition)

Step back. Hours spent obsessing at your desk won't solve anything. Perspective will. Distance yourself physically and mentally from the problem (go for a lunchtime walk, lose yourself in a book) and only return to it once your head is clear.

Mimic the masters. Great Ormond Street Hospital surgeons identified speed, precision, and clear division of tasks as key to successful patient handovers. So, they recruited Ferrari's F1 pit stop engineers as teachers. Find people who are succeeding in the areas you aren't and watch their every move.

Change tack. Try the opposite to how you usually approach problems. If you're obsessive about detail, concentrate on the big picture. If you work methodically, try jumping between ideas until you spot patterns. Rash souls take extra time to contemplate; and ditherers, set yourself a deadline.

Tip the balance. State your objective (I want my boss to notice me) then list factors that will help you achieve it (presenting in monthly meetings) and opposing factors (credit stealing colleagues). Increase the influence of your supporting factors (better presentations), add more, and eliminate opposing factors (confront credit-stealers). Ensure the good far outweighs the bad.

Define the problem. Repeatedly given urgent tasks at 6pm? Your challenge could be simple and self-contained (prioritising quickly) or complex and company-wide (tackling culture of disrespect). Decide which before you act.

Get reckless. Don't let fear cloud your judgment. Marketing emails missing the mark? Imagine what you would try if you couldn't fail. Write down all ideas, however crazy without editing. Now take another look. Are they all so impossible?

Go with the gut. If a rational approach has left you more confused than ever, stop thinking and trust your instincts.

The Mind Gym – Relationship is published by Little, Brown

"Freedom is only part of the story and half of the truth.

That is why I recommend that the Statue of Liberty on the East Coast be

Supplemented by a Statue of Responsibility on the West Coast"

Viktor Frankl, quoted in The Times

The Only Way to Tell Whether Advice is Helpful, Or Not...

(appeared in June's edition)

Time to read: 47 seconds

Dear Steve

The Only Way To Tell Whether Advice is Helpful, Or Not...

Is through evidence – does it move you closer to your Outcome, or not?

Linked In, Google and our worlds are full of people offering Help, How-Tos and Guidance. In response, it's also filled with people offering their advice on whether the original advice works, or not!

This second group are very quick to judge. I have seen people's genuine offer of help described as "Horrible", "Stupid" and far worse.

We have included in The Home Of Real Leadership – www.thorlhome.com what we believe to be the most powerful leadership 'How-Tos' of all and have received comments asking us to "prove" they work!

So, let's get back to the blindingly obvious:

1. There is only what works and doesn't work for you – as you, in your team or organisation
2. The only way to actually know what works – for you – is to actually do it and see
3. If it does work, do more of the same, if it doesn't then do something different

If this is such common sense, why is it so uncommonly done?

Because people – teams and organisations – are waiting for the perfect, certain, risk-free solution and they fear doing anything until they are convinced it will work.

Probably the biggest single reason why so many people do not achieve their dreams.

Anyway, that's my advice on advice – don't believe or disbelieve it until you give it a go.

And, of course, that also applies to everything I have suggested above!

With my love and best wishes to you all

David

(David Taylor)

@nakedleader across all social media

www.nakedleader.com

www.thorlhome.com

'Managing My Mental Health - Landlord and Tenant' by Joyce Raw.

(appeared in May's edition)

This is Joyce's take on managing her own mental health

When discussing with my husband Steve - www.leadershipintheraw.org - the fact that May is Mental Health Awareness Month, I offered to write an article for Steve's Wellbeing post on my own mental health and how I manage it.

Over the last year Steve, like many others, has been spending all his time working from home which has included many hours on Teams meeting with colleagues. This has meant that many "other halves" like me have been making regular guest appearances in the background - although this has mainly been a supporting role providing copious amounts of tea and cake! Whilst I have tried to make my presence as unobtrusive as possible, I have been caught out many times with people spotting me sliding in with cups and plates and I must say I have detected a slight tinge of envy from some quarters that Steve is being spoilt - sorry! However, now that I am a "face" rather than just "Joyce" I thought that you may be curious as to how I keep it all going as many of you have read our posts on the "Being Bettina's mum/dad series, and the fact that I also have our eldest daughter, Jennifer, working from home full time and Bettina and her carer popping in and out. As our home is normally my "office" during the day, having to share the premises with other tenants can be tricky, but I think I have found a good way forward and it is a system, or tool, that I have used for years.

However, I do feel that some background, or point of reference, is important before I explain what I mean. My mental health, and consistent good nature, normally elicits two responses from others. I am either a) faking my ability to cope with all that comes my way, or b) I clearly do not fully understand what is going on. Neither is the case. To begin with, I come from a large northern family (four sisters and five brothers) where coping mechanisms, problem solving and taking care of yourself are the order of the day. Whilst older siblings would look after the younger ones, you still needed to be guarded about any weakness or chinks in your armour that would give you away. Having spats with siblings, even over trivial issues, trains you to find solutions to situations rather than all-out war - negotiators rather than aggressors - absorbing emotional intelligence and psychological tactics along the way. These tools have shaped who I am as a person and are the essence of my mental health. When you are taught from infancy that you are not the centre of the universe you develop an enviable self-sufficiency and (hopefully) a good sense of humour and the ability to see through a situation to the other side.

This is not to say, however, that I do not suffer from the same worries, anxieties, or feelings as anyone else; it just means that I am able to cope better than most as I adopt a "Landlord and Tenant" attitude to any issues. First, I see my brain as the "Landlord". My brain is the property and I have rooms to let. I am looking for good tenants, or at least tenants who will become good tenants with a little training, I am not looking for timewasters, bad debtors, squatters, or property vandals. I want tenants who are going to add value to the property and give me a good return on my investment. Second, the "Tenants" are my emotions. This

lot are tricky to say the least! As their Landlord, it's in my best interest to ensure I get the best tenants I can, not the anti-social ones who would prefer to live rent-free, cause chaos with the neighbours, devalue the property and rack up debt. Additionally, I do not want tenants who are going to invite their friends to live in my property without permission, or sublet empty rooms

The theory sounds good, so how does this work in reality you ask? Let's imagine that we have a very eager tenant who wants to move in. Their name is "anxiety". Anxiety has a long record and well-known reputation for being a bad tenant but is persistent (sometimes relentless) and is looking for somewhere to live on a long-term let, hopefully leading to permanent residence. Now, you recognise that you should be polite to Anxiety - we don't want to live in a cruel world, do we? - listen to their problems in finding somewhere decent to live, acknowledge that they may have had a personality clash with their previous landlord but there the sympathy has to end. Anxiety is an imposter, and an identity thief and eviction may take some time! By all means, remain on good terms with Anxiety just don't let them live with you for free. Anxiety will rob you of your peace of mind and your ability to cope with your other tenants, so acknowledge their existence politely, wish them well and send them on their way

Anxiety also likes to get one of their friends to move in if they can. This one is called "Night-time terror". Night-time terror, or NTT as I call them, is a party animal with no respect for your sleep or the sleep needs of other tenants. NTT likes to appear at your door at the very moment when you want to sleep. NTT is looking for somewhere to crash and rings the doorbell constantly until you answer it. The minute you open the door, NTT will insist on turning on all the lights and will make as much noise as possible so you do not sleep, and nor will the other tenants. NTT has no emotional intelligence therefore no amount of pleas will get them to be quiet, nor will NTT understand that you have work the next day. NTT is persistent and belligerent, so turn off the lights, keep the property in darkness and do not let NTT in under any circumstances.

Of course, there are some tenants we want to encourage to move in and stay as long as possible. A really good tenant is "sense of perspective". SOP is a great steady, responsible, and calm tenant who will ensure all bills are paid on time. SOP will not allow Anxiety and NTT to move in permanently, nor wreck the property or invite their other anti-social friends to move in. SOP likes to get a good night's sleep and recognises the importance of keeping on an even keel at all times. SOP is great friends with "Mind and Body" - who is actually very trendy and is always spouting on about the link between healthy mind/healthy body and, whilst technically not an emotion (and therefore a tenant) SOP does not see any harm in letting MAB use the spare room from time to time!

So how is this all going to work for you? These are my five top tips:

1. Assert your right to be the Landlord of your brain. You are in charge, you have legal rights, you do not have to let the tenants run riot and wreck your property.
2. Learn to recognise your emotions by name and hence their right to live in your property. Do not be afraid of evicting unwanted tenants. You are not being cruel; you are being

realistic. If you need external help from another Landlord or mediation services (mental health support) do not be hesitant - go and get it! This is your property

3. Understand that bad tenants do not always go away permanently. Sometimes they reinvent themselves and call themselves something different. Be prepared for this eventuality and know that it is not your fault if they try moving in again.

4. Accept that no matter how hard you try, some tenants will not go away just like that. This is when you call on your “good” tenants to come to your aid and see if, together, you can get an eviction. SOP is always willing to help but very often keeps a low profile so you may have to search in the locality a little harder to find them, but they will be there.

5. Never ever apologise to anyone if you are, or become, the best Landlord in the area. If you are a great Landlord it will put you in the position of being able to help other, and possibly

less able, Landlords who may be under attack from rampaging tenants.

Over the years I have been told I am optimistic, good natured, mature, humorous, full of beans, calm, strong and many other things - I have, of course, been called some uncomplimentary things too but let's not dwell on those! - but the truth of the matter is that I am

just one kick-ass Landlord! My tenants come and go but I am always in charge of who crosses

the threshold.

As always with my posts, I add the disclaimer that I am not a qualified therapist, psychologist, or medical practitioner of any kind, but my wellbeing speaks for itself!

Regards

Joyce



Now on YouTube [Managing my mental health – landlord and tenant – Leadership in the Raw](#)

“It's a wonderful piece of writing”

David Taylor bestselling author

LEADERS LEAN BACK

(appeared in April's edition)



Sitting in the back of a freezing cold military vehicle, we are parked up on the edge of a forest. It is the middle of the night; the skyline is lit up by moon light and there is no wind - it is deathly quiet. It is cold because we are somewhere within the Arctic Circle. I can now hear a raised voice.

Our new boss, Major C. is super frustrated and is berating one of my senior colleagues. He can't understand why we have not deployed into the wood, secured the ground, and set up our operation. We were a squadron of experienced leaders and managers, a small (some would say important) cog within 3 Commando Brigade. He had expected every one of us to have known our role and responsibilities and we should have acted without permission as soon as we had arrived in the forest.

My colleague patiently explains to Major C. that we are not bad managers, it is simply that our previous leader had insisted on making all the decisions for us and having total control.

We were to quickly learn that our new boss 'leans back' and expected us to act without seeking approval or authorisation. He trusted us to do the right thing and I never heard him raise his voice again, I don't remember him giving many orders either, he didn't need to.

I have always thought of myself as a sponge for leadership learning and because I got to work for some amazing people in my first career (and one of those people I still work for in this career) I was able to see what worked, especially in adverse conditions. I knew for certain this was going to be the approach I would adopt for my teams in the future.

Leaning back was going to be an essential part of our 'culture' (the way we do things around here) wherever I worked.

Five things a leader who leans back does:

1. **They know what they want from their teams**
2. **They recruit leaders – every team member is a leader**
3. **They give control - not take control** (and it starts with you)
4. **They lean back every day** – you cannot pick and choose, with one day being autocratic and the next day you are democratic just because you feel like it!

5. **Enables and Empowers team members** to use their initiative and be pro-active, to really make this principle real you need to have a '**no blame culture**'.

Please note: I often hear people say they have no blame culture, but do they? You only have a no blame culture if you have been tested on this and you can evidence that you have it - otherwise it is just words on a piece of page.

Why be a leader that Leans Back? Here are five reasons:

1. What happens when you are not there is how your leadership should be judged. If teams and your operation doesn't work in your absence, your leadership is failing.
2. You can't know all the answers or can be gifted in every aspect of your operation – allow your colleagues who have the technical skills to flourish and do their thing.
3. One of the most important leadership responsibilities and this should be your chief legacy, is to bring the next leaders through.
4. You want to get stuff done and you want to get it done soon.
5. Why on earth would you recruit and select outstanding people and then not allow them the freedom to make important decisions and act on them?

Fast forward 35 years from that night - I am the Managing Director and I lean back.

So how does leaning back work in my current company work? Dosh Ltd www.dosh.org is part of the Thera Group www.thera.co.uk . We support adults with a learning disability.

We have a Leadership Way, and we share our philosophy with each team member. I wrote this in 2014 and it still holds true: <https://leadershipintheraw.org/2014/09/25/leadership-the-dosh-way/>

- Each team member wants to make a difference in a person with learning disabilities life, and that they want to take a leadership role within the company.
- As Leaders they want to support people to be more independent and have more control.
- Our default position is to say 'yes 'and when we do this it often opens new opportunities for all.
- We work within a culture that each of us is doing our best, so that when mistakes happen, we admit our mistake – we learn from it – I apologise – and we move on. We accept that mistakes happen, and (for Dosh) it is not about the mistake, but about how we react in a positive and urgent way to remedy whatever has gone wrong.
- Each one of us has a sense of urgency: In Dosh we have momentum! We are successful, but we know that we will lose that if we lose our momentum
- We all have a positive mind-set: "Optimism is True Moral Courage" – according to the polar explorer Sir Ernest Shackleton
- We have a passion for what we do, and we are passionate about supporting people with learning disabilities.
- Although our team members are based across the country, they all support each other with any challenges.

- As their Managing Director it is important to me that everyone feels invested in their work and It is something, I regularly check at the end of every 1-1 “are you still enjoying your job?”

We have self-organising teams within our company, giving control to our colleagues not taking control. This is called Holacracy, and it looks like this: [Why Holacracy? - YouTube](#)

For 2021/22 we have made 10 commitments, and this is what they are: [Dosh 10 Commitments v2 - YouTube](#)

So, do you lean back? And if not, when will you?

Steve Raw www.leadershipintheraw.org



The mighty Dosh team celebrating their 10th Anniversary a few years go

I was inspired to write this blog post after taking in an excellent presentation: David Marquet speaking at the Army Leadership conference 2018

<https://www.youtube.com/watch?v=e754hUwPTal>

Steve Raw www.leadershipintheraw.org

100,000 Versions of You

(appeared in March's edition)

Jonny Rudge

I heard about a book recently (I will openly admit that I haven't had the chance to read it yet!) but the premise itself was fascinating, and fascinating enough to make me to think about people's perceptions of me as a person and a leader.

The book is an Italian novel first published in the 1920s called One, None and One Hundred Thousand, written by Luigi Pirandello. The catalyst for the story is a comment from the main

character's wife about his crooked nose, which sparks a thought that the person he believes himself to be is not necessarily the same person that other perceive him to be.

In theory, there could be hundreds, or even thousands, of other versions of him sitting in the minds of everyone he'd ever met, no matter how briefly. There were possibly even versions in the minds of those who had simply heard of him, without meeting him themselves.

The story follows his descent into madness as he struggles to shake off this thought...I should make it clear that it wasn't this element of the story that made me think about my own life!

Whether we like to admit it or not, everyone we know will perceive us, our actions, and our leadership in different ways. We are no different when we form opinions on the actions and leadership of others. Our initial impressions and opinions often prove hard to change, requiring consistency and evidence that those initial impressions may have been misplaced to change them.

What can make this harder to accept is that the perceptions of us by others are partly beyond our control, influenced by a wide variety of factors including their own previous experiences of leadership, their personality, and preferences amongst others.

It is important to acknowledge however, that effective leadership is linked to consistency. If you catch someone on the wrong day, or vice versa, during your first interactions then there is a likelihood that the first impression might not be the one you had hoped for. But if the leadership values you strongly believe in are apparent through your words and actions on a regular basis, they become hard to dispute and those earliest perceptions of you can be changed over time.

Great leaders aren't just skilled at handling challenging situations, they support their teams to overcome them, providing consistency and stability when it is most needed. A team who sees inconsistency in times of calm will lack confidence in their leadership during times of crisis.

With that in mind, I would encourage all leaders, whether experienced or new to leadership, to take some time to reflect on who you want to be as a leader and how you want to be seen. Once you have reflected, identify a handful of behaviours that you can confidently commit to putting into practice on a regular basis. If you stick to them, there is every chance that you'll be able to gradually adjust the perception of others over time, even if their first impression wasn't quite what you had hoped it to be.

As in many walks of life, consistency is key...

Jonny Rudge

Head of Fundraising - Thera Trust: www.thera.co.uk

Director - Loughborough Lawn Tennis Club: www.loughboroughtennisclub.co.uk

6 Domains of Resilience

(appeared in February's edition)

The past year has been challenging for us all, and the question I've heard most often when coaching teams and individual clients has been 'how can I improve my emotional wellbeing?'

In my search for answers, I dug into the field of resilience. In the past 20 years there has been an explosion in resilience knowledge – what it is, how it functions, and how to develop it. Overall, resilience can help us to stay calm, stay focused on our goals, and to build better relationships and better sleep and health habits. Even better, there are many achievable ways to increase our own resilience.

What is resilience?

Resilience helps us to turn adversity into advantage – not only do we bounce back from setbacks, we move forward. This is what enables us to lead a meaningful and fulfilling life, despite the challenges we face.

Resilience isn't just important for the 'big stuff' in life – major changes, loss, upheaval. It's just as important for the small stuff – work stress, daily challenges, and frustrations and so on. A great way to check your resilience level is to gauge your response to these small stressors. On a good day, when your resilience is high, you can most likely shrug or even laugh them off and get on with your plans. But when resilience is low, those small frustrations can feel like impossible setbacks, and it can take time to get back on your feet. It's a tell-tale sign that your resilience is not where it could be. The great news is that our resilience level isn't static, we can work on and improve it.

A tale of two brains

Our brains are equipped with a great warning system which enables us to spot threats and respond quickly. This is the limbic system or 'impulsive brain', and its default reactions to stress are 'fight, flight or freeze' – great if you're on the savannah facing an animal predator, but fairly hopeless for a typical workday problem such as IT failure, bad traffic, or an irritable (or irritating) boss. This is when we need our 'smart brain' - the area in our prefrontal cortex known for its decision-making and reasoning capacities. Much of resilience training is about downregulating our limbic system and upregulating our smart brain. So, how do we do it?

The six domains

Research identifies six key areas which make up resilience. Whatever your level, undertaking small daily activities in each domain can vastly improve your resilience, and I've included some suggestions below.

Vision

We're at our most positive when we have clear goals which we're actively working towards and which don't conflict with each other. Conversely, without clear goals we can feel

frustrated and demotivated, and small things can easily knock us off course. Vision provides a bigger picture – something to inspire and motivate us even when the day-to-day is tough. So, a starting point for raising resilience is to set clear and meaningful goals, however small. How you do this is up to you. You could work with a goal-setting app, with a buddy, with a manager or with a coach. Aim to identify one or two goals that feel authentic to you and which would make a positive impact on your life. Then start taking the steps you need to reach them.

Composure

When we're composed, we're better able to stay calm in the face of difficult situations. It helps our smart brain to turn down the volume on our pesky limbic brain – a keystone of resilience. A bit like a muscle, composure takes regular practice so that it's there for us when we need it, but it need only take a few minutes. Composure strategies include deep breathing techniques, labelling emotions, finding activities that calm and relax you, and challenging negative thinking. Find one or two habits that appeal to you and aim to practice them daily.

Reasoning

This domain is all about our ability to anticipate, plan and problem solve. The best way to expand this capacity is by widening our knowledge – through reading, training courses or podcasts – and working on our strengths. You could also hold a forward planning session with your team to help you all rehearse some problem-solving skills.

Tenacity

This is what many people think of when they think of resilience - the ability to stick with a goal even when it's tough. A great approach is 'realistic optimism', when you know the path will be tough, but you're hopeful regardless. Research shows this is a more successful outlook than blind optimism or total negativity. If you're struggling with motivation, try the '5, 4, 3, 2,1, GO!' method. Start a countdown on the agreement with yourself that when you reach GO! you will do it.

Collaboration

We are social beings, and few things boost our resilience as much as the support and connection of those around us. Covid restrictions might mean we have to be physically distant, but we can still be socially close. Make time to connect with others and show extra patience and understanding as many people are struggling right now – even if they're hiding it. Perhaps reach out to someone you haven't been in touch with for a while and say hello. Asking for and offering support is another way to deepen existing relationships.

Health

This is a new addition to the study of resilience, as researchers continue to uncover the huge impact our physical health has on our mental health. I'm not going to lecture you on how to improve your physical health – you probably already have a good idea of what you're doing well and where you could improve. One of my fellow coaches uses the SHED

acronym as a handy reminder of the key areas – Sleep, Hydration (water, not alcohol!), Exercise and Diet. Take an honest look over your schedule and identify one or two small positive changes you can make today.

Even if you choose only one of the six domains to work on, you'll notice your resilience levels improve. Research suggests that the Vision domain is the most important, so it can be a good place to start. But listen to yourself and work out what feels most manageable for you right now. Follow the philosophy of small solutions – transformation doesn't always need require big and daunting steps. Small, daily changes are easier to incorporate and have a huge impact over time.



For more advice and suggestions, try www.home.hellodriven.com – from the creators of the Six Domain model. The same organisation also offers a resilience app if you fancy a deeper dive and daily reminders for your resilience journey.

Rebecca Alexander

'leadership coach and facilitator at The Coaching Studio'



“We should never allow our fears or the expectations of others to set the frontiers of our destiny. We are so privileged to still have time. We have but the one life and it is a shame to limit it by fear and false barriers”

From Anam Cara by John O'Donohue

Me and my team

Roger Whalley

(appeared in January's edition)

I have been writing these articles since April of last year and I have deliberately avoided any mention of the Pandemic. I have thought that it was better to look at "normal" times. However now we are in the second phase of the pandemic and it looks as if it might be considerably worse. This is imposing sometimes unacceptable pressures on managers and of course on their staff. So, please forgive me if I bring a little focus on how to cope with the times in which we now live.

In my previous articles I have introduced you to some of the most eminent people in the field of personnel management. I looked at the work of Blanchard and his "one-minute manager" series, I have looked at the work of Maslow and his hierarchy of needs. There is another guy whose work is rather academic but maybe in these hard times truly relevant. His name is Douglas Macgregor, and his ideas look at the type of manager you might be.

His book is called "The human side of enterprise" and looks specifically about the type of manager you are and what you think about the people you manage. In the book he refers to "Theory X" and "Theory Y managers. Loosely speaking Theory X managers believe that workers are inherently lazy and must be coerced to work. On the other hand, Theory Y manager believe that their workers like work; they enjoy taking responsibility and can decide for themselves the way they behave.

It would be superb if all managers could be Theory Y as it would demonstrate that they have a very well trained and developed workforce which in turn eases pressure on the manager. Strangely Theory X managers find work harder as they have to interact and control all their workforce because they have a very low opinion of them. To ensure we can become Theory Y managers we have to consider our team and what we need to do to get them to a level at which we all could become Theory Y managers.

Which brings me the main point of this article. There was a Roman General called Caius Petronius who in AD66 wrote the following words about his team and the way they behaved. I cannot claim to be the one who translated this from the Latin, and it may be an apocryphal story, but it makes sense

"We worked hard, but it seemed that every time we were beginning to form up into teams, we would be re-organised.

I was to learn later in life that we tend to meet any new situation by re-organising, and a wonderful method it can be for creating the illusion of progress while producing confusion, inefficiency and demoralisation"

"We failed to realise that it was training and developing our team which would ensure success."

I have spent the last 40 years of my career in training and developing managers at all levels in industry and commerce. I have seen complete duffers turned into competent managers and I have seen arrogant managers completely failing. Training will only work if you have people receptive to change because that is what training is designed to achieve, change in the way we behave and interact with our team. And it's much easier to train people if you are a Theory Y manager and believe that your team want and need training.

When I played rugby, the deal was to turn up three times a week for training and you will get a game on Saturday. Miss one evening's training and someone else would take your place. I was not one of the elite players in my club so I turned up on Sunday, Tuesday, and Thursday in the hope that one of the smartie-pants, who believed that because of their talent they could miss a session, would be kicked out of the first team and I would get a game. I learned then that training would not only develop my fitness but would give me a chance for promotion.

As a manager your main duty is training because only by training will you develop a team who you can motivate and manage. Regular training sessions whether it be one-to-one, or in a group will help your team to become more efficient and effective, two different words with vastly different meanings. You *want* your team to be efficient, but you *need* them to be effective.

Each one of your team should have a training and development plan. To plan accurately you need to know from where you are starting. You should therefore identify in each member of your team their strengths and weaknesses. In marketing we refer to a SWOT analysis to know how to plan your marketing campaign. The letters are an acronym for Strengths – Weaknesses – Opportunities – Threats. The same would apply for what we call a "Training Needs Analysis" (TNA).

In an ideal world we would carry out a TNA every year for each member of the team, again ideally it would be carried out during their annual appraisal because it is part of the appraisal process. If you follow the "SWOT" approach, then not only will you be aware of the strengths and weaknesses you will also be aware of what they see as opportunities for themselves or you see as opportunities for their promotion. You will also be aware of any threats to your team from the point of one of your team seeking enhancement elsewhere.

If you keep close to your team you should have no surprises good or bad. When I was in line management my mantra was "no surprises". Good or bad keep me posted; if they are good then we can share them together; if they are bad, we can solve them together. I just love that word – together. It's what we humans seek; togetherness, a feeling of sharing and taking part. Its why team games are so popular. My rugby team was filled with giants and dwarfs all of whom contributed towards the aim of the team which is to win!

Your team should see you as a Theory Y manager because then no doubt you will get the best from them. In previous articles I have sometimes focussed on a word; respect was one of them. Ending this article, I would like to focus on another word – Loyalty. The loyalty you want from your team is also two-way.

In order to get loyalty *from* them then you must show loyalty *to* them. Make sure your team know you “have their backs”. Make it possible and indeed desirable that their first point of call in any situation is you. If they know that you will listen to them; that you will not fly off the handle; that you will be patient; then they will feel able to come to you.

Loyalty is a two-way word, as well as expecting loyalty *from* your team you are expected to *give* loyalty back to them. In life you generally only get back what you put in. So, if you show loyalty to your team you are more likely to get loyalty back. It can come in several ways, but it usually linked with honesty and that’s a two-way word as well. You should share as much as possible the information about the organisation which will help both of you make the right decision.

Early on in my consultancy career, the firm I was working for was asked by a bank to help one of their clients who was getting into financial trouble. It was a small garage business that was privately owned. The owner worked every day in the business and when we met him for the first time, we realised that he was sinking under the strain of keeping his doors open to customers. We looked at his financial books and assessed his premises and indeed he was sailing into very rough seas.

I asked him had he discussed the situation with his staff and he with horror replied, “If I told them what was going on, they would all leave”. I felt that this was an incredibly sad situation because all their families depended on his business being successful and I told him that we weren’t prepared to carry on with the consultancy unless there was complete transparency with all the staff. With great reluctance he agreed. We called a staff meeting, there were around 30 men, women, and boys. He said that he couldn’t face them and left the premises for the duration of the meeting.

We explained to the staff exactly why we were there and what the problem was, and we were going to put in place a plan to save the business. Suddenly there was a voice from the team who said, “we know exactly what’s going on, we’re not idiots, we see deliveries being delayed because of payment problems” Then he said something that taught me a lesson I have never forgotten.

He turned round and addressed his colleagues saying, “I don’t know about the rest of you, but I am prepared to work for half my pay for a couple of months if it will help to save our jobs” Quite quickly the rest agreed believing that it was better to take a pay cut for a short time to end up with their jobs than be made redundant. We built that into the plan and two months later with a strict adherence to the plan we were able to reinstate their salaries and as well the company was saved.

The lesson I learned was that honesty and transparency were extremely important in a business as in life. When someone in your team has gone astray or made a boo boo the best way to handle it is to get everything out in the open. Get everyone’s understanding of what has happened and commit to finding a solution. If we do not have transparency, then we have secrecy and secrecy is devious and disruptive. The staff at the garage business I visited could have helped the owner earlier if he had been honest and open with them.

Times are hard, everyone is working under immense pressure so if you unite your team and get then working on the problems you face such as staff illness then they might come up with solutions, Covid threatens everyone and decimates all our teams, even football teams! If you unite your team and spread the load, then we have more chance of overcoming our problems. I recently had the vaccine and found that when I went to the location for the jab, I was surrounded by an enormous team of health care professionals and volunteers; Rotary Club members; Lions Club members; Women's Institute and of course the Army. They all pulled together to make sure I was dealt with speed and care.

Finally, remember the Boat Race, two boats with 8 rowers and a cox, if anyone of those does not perform to the best of their ability the race will be lost. We must all pull together and hopefully we will win the race.

And Finally, for 2021 editions:

MICRO - HABITS of HIGH IMPACT MANAGERS



EMPOWER YOUR TEAM TO ACT LIKE AN OWNER

- 1 Give them the space to decide and room to fail
- 2 Be generous with your ideas
- 3 Think of yourself as a team captain, not the head coach (ask more than you tell)
- 4 Enable cross-functional collaboration



LEAD WITH EMPATHY - always

- 13 Don't forget the humans behind the company's goals
- 14 Encourage people to put themselves first



BE VULNERABLE and SELF-AWARE

- 5 Write down what makes you tick
- 6 Share failure stories and lessons
- 7 Open up about the fun stuff too



CHALLENGE PEOPLE WITH KINDNESS

- 15 Cushion the blows - don't blame
- 16 Create a monthly performance review action plan
- 17 Reinforce good habits
- 18 Take a beat before delivering feedback (check if they are in mental space to receive)



BE A TRUSTED THOUGHT-PARTNER

- 8 Make space for reflection in one-to-ones
- 9 Reserve time for thinking outside the box
- 10 Map teams work to a bigger picture
- 11 Resist the urge to multitask
- 12 Follow up and follow through



CELEBRATE AND ELEVATE SMALL MOMENTS

- 19 Look for opportunities to praise in the moment
- 20 Spot chances to send kudos up the chain
- 21 Celebrate moments in lives of team mates beyond work



KEEP AN EYE ON THE LONG TERM

- 22 Invest in their careers
- 23 Bring in mentors and senior leaders
- 24 Make space for growth
- 25 Sharpen your arrows - help people to keep growing their skills

Sketchnote: Tanmay Vora | QAspire.com

MY ACTIONS MATTER



Source: First Round Review