

LEADERSHIP COACHING AND MENTORING –PACK

March 2022

Established in 2006

Welcome to this month's edition.

Damian Piper CBE our Resilience Coach starts this month edition with: **What are you giving oxygen to?** “When presented with a destructive situation (or people for that matter) it's rare there is much to be gained by adding to the destruction. Most people could rationally agree with that.” I read Damian's article first thing on Monday morning – I know what to do now. I highly recommend this article to you too.

A new article from me: **The second leadership lesson I learned – Self Discipline** “.....With the rain and wind in my face, I run up the hill for the tenth time. This is one of my fitness sessions – hill repetitions which I believe will help with my stamina and strengthen my joints. To be honest, I didn't really want to do this session this morning because of the weather, and I could think of lots of other things I could do instead which are less exhausting and painful. So why do I do it?” You will have to read it to find out.

From one of our readers: **Influence: lessons from business for teaching, part 3** by Sam Pullan “..... Car dealers. Marketing executives. Phone companies. Waiters. Teachers. What do we all have in common? We all want people to do what we want. Buy stuff, read stuff, eat stuff, do stuff, don't do stuff, do stuff differently. It's not always easy.....”

Endurance: Shackleton's lost ship is found in Antarctic. Have you been following Dan Snow's story about how he and his team have found his ship which was thought to have been crushed? [Endurance: Shackleton's lost ship is found in Antarctic - BBC News](#) Towards end of this month's edition, I have included some leadership tips from Sir Ernest Shackleton the Polar Explorer and one of my hero's.

There are lots more tips, presentations, and articles in this edition I put together especially for you.

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It's not about how good you are

It's how Good You want to be

What are you giving oxygen to?

Damian Piper CBE

If you have ever witnessed the impact of oxygen on a fire you will appreciate it is dramatic. Starved of oxygen, the flames will soon die down and eventually distinguish. Equally a fire that looks almost out when given oxygen will quickly burst back into life. So, what's this got to do with performance? It can be a useful analogy when thinking about destructive and constructive handling of situations.

When presented with a destructive situation (or people for that matter) it's rare there is much to be gained by adding to the destruction. Most people could rationally agree with that. Yet presented with a less than helpful situation can find themselves getting caught up making things worse. If we get approaches to help us manage, hopefully you can fan the flames of constructive responses.

Before going on I want to put a caveat in here. What I'm describing here is not some approach from lala land where we just tell ourselves destructive situations or people are something we just accept or hype ourselves up with overdoing positive self-talk. To me this doesn't stack up. Despite what some of the self-help literature might have us believe. What I'm talking about here is being more objective in our handling of situations that we face to bring about more constructive thinking, feelings, and behaviour.

Here's three approaches for you to consider.

Manage what you let in.

This is a key place to start, and chances are we have way more options to manage what we let into our environments than we believe. The people we spend time with, the things we read, and watch will influence us. Maybe we need to question a little harder what we let into our worlds and or give our precious attention to. This can be particularly tricky when it comes to people. Sometimes we are unable to avoid interacting with negative people. We do have more choice about when and how we interact. Same with the media we consume. I'm not suggesting don't ever watch the news, you might however want to consider when and how often. Chances are the things that are important will find there way to you anyway so watching news for hours each day or constantly refreshing apps for your latest 'hit' are not required. Pruning the people, you follow in social media is also a useful exercise – helping to bias more of what you want to see and less of what you don't want to see.

Don't engage

This one can take effort. When presented with a negative situation choose to not engage with it. Distraction is a useful tool here. Here's an example – your train is cancelled meaning you'll get home late. You could spend the next half hour calling people to explain your plight or take advantage to call people who you don't get enough time to chat with. Either option won't make the train run. There's a chance that the second option means your whole evening won't get ruined as a result though. Key to not engaging is to think about what you'll do in certain potentially destructive situations before you find yourself in

them. Spend a few minutes jotting down a few scenarios that you might face and decide how you'd like to respond.

Questions to create objectivity

Having questions to ask yourself about situation before they show up can be powerful. You'll need to work out questions that resonate with you – as effectively you are interrupting some powerful habits that you may have been using for years. Here's a few generic categories to get you thinking:

1. **Scale and severity based.** On a scale of one to ten (where ten is death) where does this situation I'm currently facing sit?
2. **Time based.** How important will this situation be in six months?
3. **Third-party based.** Who would swap their situation for this?

In all these examples, the situation you are being faced with doesn't actually change. However, you can put yourself in a more objective and probably positive position to decide what you are going to do next.

I hope if you experiment with these approaches, they help improve your ability to deal with the situations you face and fan the flames of your constructive responses.

As always, I'm interested to hear how you get on.

Damian

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Change and Resilience Coach www.effectivechallenge.com



“With Freedom, Books, Flowers and the Moon, who could not be happy” Oscar Wilde

The second leadership lesson I learned – Self Discipline

Steve Raw

Here's to you Mr & Mrs Jackson* With the rain and wind in my face, I run up the hill for the tenth time. This is one of my fitness sessions – hill repetitions which I believe will help with my stamina and strengthen my joints. To be honest, I didn't really want to do this session this morning because of the weather, and I could think of lots of other things I could do instead which are less exhausting and painful.

So why do I do it? After forty years of running, I am still looking to improve. In a nutshell, this is self-discipline.

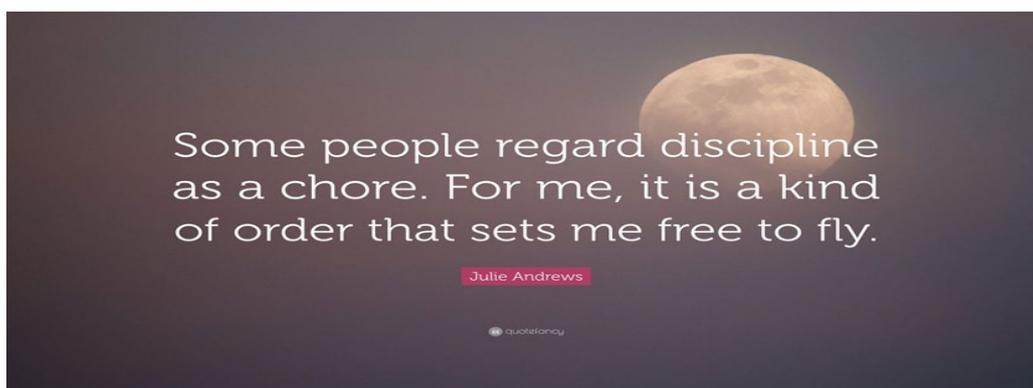
After the first leadership lesson I learned about putting other people first <https://leadershipintheraw.org/2021/01/19/the-first-leadership-lesson-i-learned-it-is-about-others-before-you/> this is the second lesson I learned as a young man of 16 at the Army's Junior Leaders Battalion. How can you manage and lead others if you can't manage yourself? Self-discipline was always the order of the day.

What is self-discipline?

- ✓ The ability to control one's feelings and overcome one's weaknesses.
- ✓ The regulation of oneself for the sake of improvement.
- ✓ The ability to do the things that need to be done

5 Disciplines that will set you free

1. Controlling your thoughts and behaviours. Give yourself a good talking to everyday.
2. Persistence continuous (perseverance and tenacity) – you are in it for the long game.
3. Training. Athletes know if they skip even one training session, they are already behind if they don't follow through with their plan.
4. Surrounding yourself with people who are self-disciplined (and positive). They will inspire you and support you. My family do this for me.
5. Commit. Self-Discipline is a practice. Accept you will not be perfect every day. What is important though is to turn up each day ready to go. So, what changes am I going to make today?



7 things I needed to do to maintain self-discipline

1. Build routines into my timetable. Once I have a routine, I start doing things automatically, so they become a habit. This morning I went swimming at the local leisure centre at 6am. The previous night I laid out the kit I needed so that I was all set to jump into my car at 5.30am to go to the Leisure Centre. This will now become a habit.

2. Set Goals – Setting a goal(s), decide why and how it is going to help you develop, this gives you a laser like-focus/purpose.
3. Incremental growth, making small incremental improvements towards my goal(s). For instance, I want to come first in my age group for a Parkrun (5KM) in Colchester later in the year (this is an objective) Each month I will increase my mileage by 10% and add cross training, such as weights, into my programme.
4. For some people meditation works – I used to work for someone who regularly took breaks to mediate. For me visualisation works – visualising the achievement of the goal I set. I used this technique to run under 16 minutes for 5Km – and then achieved this time consistently.
5. Self-Control – the instant and immediate temptation for self-gratification. At the moment it is trying to control my urge to eat chocolate. I don't drink or smoke, but it is a constant battle to avoid Mars bars and Turkish Delights.
6. Monitor, Review and Evaluate my thoughts and actions especially when it comes to achieving my goals
7. **Ensure I get 7-8 hours' sleep then get up early and hit the ground running.**

** My daughter, Bettina, sitting with Mr and Mrs Jackson during Covid19*



Each time I reach the top of the hill I bow to Mr & Mrs Jackson. Although I didn't know them, I feel I do in some way, and it is important to pay my respects. There is a name plate on the bench that overlooks Lexden Springs (Colchester) in memoriam of Mr Jackson 1923-1976 and Mrs Jackson 1925–2015. RIP

Related: <https://www.success.com/14-ways-to-improve-your-self-discipline/>

We all have dreams. But in order to make dreams into reality, it takes an awful lot of determination, dedication & discipline" Jesse Owens

Steve

www.leadershipintheraw.org

Reflection Is Important, And Pointless Unless You...

Time to read: It's Not The Reading That Matters

Dear Steve

Over the last 12 months various experts have advised me:

'Covid has given us the opportunity to reflect on what is important in our lives'

'Christmas and New Year are perfect times for reflection, and planning'

'Ah, Spring is coming – the season to reflect, and grow'

Etc. Etc. Etc.

Well, please, find a mirror and reflect on this:

At some stage, after all of that reflection and planning, you – yes, that you in front of you, has to actually DO something.

Reflected on something you want to change? OK – What Outcome do you want instead, then DO something, anything – if it takes you closer to your Outcome, do more of the same, if not then do something different...

For You

For someone whose life you touch

In Your Organisation

I believe that our biggest regrets in life are not the things we got wrong, they are the things we wish we had done, and never did...

A great question to turn 'thought' into 'action' is:

'What would you like to happen next?'

Now, go make it happen

David

(David Taylor is the author of the Naked Leader books which I highly recommend to you)

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"Intelligence is the ability to adapt to change." - Stephen Hawking

Influence: lessons from business for teaching, part 3

Sam Pullan December 30, 2021 4 Minutes

Background

If you've read [Part 1](#) or [Part 2](#), you can skip this bit and go straight to [Part 3](#). If not, it'll help.

Car dealers. Marketing executives. Phone companies. Waiters. Teachers. What do we all have in common? We all want people to do what we want. Buy stuff, read stuff, eat stuff, do stuff, don't do stuff, do stuff differently.

It's not always easy, though. Usually the stuff you (we) want people to do is stuff they aren't already doing. Or if they are doing it, they aren't doing it enough, or in quite the right way. We all know that though. So, why this blog?

Well, there I was, idly flicking through Freakonomics Radio, when I came across an episode called [How To Get Anyone To Do Anything](#). Always a sucker for a quick fix (Get rock hard abs fast without exercise or diet? Yes please!) I dived in.

The episode was an interview with Robert Cialdini, author of *Influence: the psychology of persuasion*. First published in 1984 and, I'm told, a classic of the genre, it was updated in 2021, hence the podcast. In it, Cialdini takes host Stephen Dubner through some of the key principles that people he calls "compliance professionals" use to get us to do those things they want us to, but which we probably wouldn't without some gentle encouragement.

It was good. So, I bought the book. And in this short series of blogs, I'm going to outline some of Cialdini's theories and how they might be applicable to various roles in school. He identifies seven "levers of influence" but I'll stick to four: liking, social proof, authority, and commitment and consistency.

A couple of disclaimers: I haven't interrogated Cialdini's sources, nor sought corroboration for his claims. I also note from various reviews that lots of other people have said and written similar things, and no doubt some have contradicted them. Be that as it may, I found lots of the book was relatable and applicable to teaching, and I thought you might too. Here goes.

Part 3: Authority

In this chapter, Cialdini explains that "we are trained from birth to believe that obedience to proper authority is right, and disobedience is wrong. This message fills the parental lessons, schoolhouse rhymes, stories and songs of our childhood and is carried forward in the legal, military and political systems we encounter as adults." We can all relate to this: accepting the advice of a doctor, even if it's unexpected; obeying police instructions to move along, even if we don't want to; going to lessons when the bell rings, even if we don't fancy it. (You can decide for yourself whether the last of those relates to teachers or pupils.)

I know there are exceptions to all of these. Dr Internet can help us challenge our GPs; some people simply haven't been through Cialdini's "parental lessons" or stories and songs. But,

for the most part, deference to authority exists. So, we might as well use it to our advantage.

First, let's make sure people will view us as being in authority. Cialdini notes several ways to do this. One, get a title. Easy: we all have one as teachers, be it Mr, Ms, Dr or whatever. I know some schools are all for first names, but they are the exception. Two, clothing. Again, easy. Wear something smartish and you're on the way. It's not as good as a uniform but it helps. Three, trappings: costly clothing, expensive jewellery, a nice car. Much less easy, but according to Cialdini mall shoppers were 79% more likely to fill in a survey and homeowners donated to charity 400% more frequently if the person asking them wore a designer sweater.

Second, be a credible authority. Again, we have a huge head start. People are much more likely to go along with the advice of those they deem to have expertise, and we're all experts in our subjects – or at least, more expert than the pupils. You'll have seen this in class, when you've given what you know to be a pretty flaky answer to a good question and the student has accepted it, largely because it came from you. (Come on, I'm not the only one.)

Finally, be a trustworthy authority. Often trust takes time to build, for obvious reasons. But a clever way to shortcut this, Cialdini says, to admit to a weakness up front, especially if it will anyway become apparent later. I can imagine doing this: "Now, I always find this section particularly difficult, because there are so many competing opinions/variables/ways for things to wrong." Come to think of it, that also has the benefit of giving your students permission to fail: if you find it hard, it's fine for them to find it hard too, so there's no shame in getting things wrong. Win win.

If I'm honest, this isn't my favourite of Cialdini's chapters. There's so much more to being an effective authority than looking right, sounding right, and having a title. The good thing, though, is that we don't have to do much to ensure we benefit from his ideas, and we can easily add the authority principles to those of liking (part 1 of this super soaraway series of blogs) and social proof (part 2), we really might find that people will do what we ask more often and with less effort on our part.

Summary: keep your title; look the part; revel in your expertise; but remember that there's lots more to authority than a Rolex.

<https://idontknowtheanswers.wordpress.com/2021/12/30/influence-lessons-from-business-for-teaching-part-3/>

Next time: commitment and consistency.

Sam Pullan. Head of Y7 and 8. Hist and Pols teacher Twitter @MrSamPullan

KNOWING WHEN YOU'RE WRONG

- Take a step back. Do you feel defensive? Emotions will cloud your judgement.
- Explain your argument in three sentences to an impartial person.
- Does it sound reasonable?
- Look for the common denominator. If you're always right and constantly disagreeing with people, maybe it's you.
- Don't selectively seek out facts to back your argument. Try to see the other point of view.
- Swallow your pride. Say you're sorry and move on, with the respect of your colleagues. No one's always right

Source: Modern Management

My 4 Top Picks from Ted.com

1. How to find the person who can help you get ahead at work

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

Carla Harris. The workplace is often presented as a meritocracy, where you can succeed by putting your head down and working hard. Wall Street veteran Carla Harris learned early in her career that this is a myth. The key to actually getting ahead? Get a sponsor: a person who will speak on your behalf in the top-level, closed-door meetings you're not invited to (yet). Learn how to identify and develop a productive sponsor relationship in this candid, powerful talk.

2. Two reasons companies fail -- and how to avoid them

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

Knut Haanaes. Is it possible to run a company and reinvent it at the same time? For business strategist Knut Haanaes, the ability to innovate after becoming successful is the mark of a great organization. He shares insights on how to strike a balance between perfecting what we already know and exploring totally new ideas -- and lays out how to avoid two major strategy traps.

3. Confessions of a recovering micromanager

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

Chieh Huang. Think about the most tired you've ever been at work. It probably wasn't when you stayed late or came home from a road trip -- chances are it was when you had someone looking over your shoulder, watching your each and every move. "If we know that micromangement isn't really effective, why do we do it?" asks entrepreneur Chieh Huang. In a funny talk packed with wisdom and humility, Huang shares the cure for micromangement madness -- and how to foster innovation and happiness at work.

Related from me: [Leaders Lean Back – Leadership in the Raw](#)

4. The value of kindness at work

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

James Rhee: The value of kindness at work | TED Talk Kindness can go a long way when it comes to reshaping a business. Having saved a fashion company from the brink of bankruptcy, entrepreneur James Rhee shares the value of investing in a culture of compassion at work -- and shows why we should all lead with our hearts.

HOW TO COMMAND PERSONAL PRESENCE AND GRAVITAS AT WORK

Remember, it's a gift from followers linked to the role. Charisma or presence is not so much about what qualities you have but about what other people think you have. Charisma originally defined as a gift from God has been shown in research to be more about a gift from followers – a gift that often comes with senior roles.

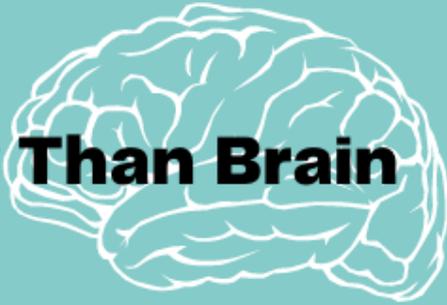
Be comfortable, be authentic. It's true to say that charismatic leaders are often seen to be different from the norm, perhaps slightly unconventional in some way. There are workshops available that will teach you how to be more charismatic, sometimes involving wearing a new hat, some odd socks, anything that makes you seem unconventional. But these are best avoided. What's most important is to be clear and confident about your own identity, comfortable in your own skin and with your own sense of self.

Be personal, switch on the charm. Effective leaders appear to have a very high level of social awareness. They can both read a room and work it. They can sense individual moods and changes in moods, so in an event of 100 plus people, they make it feel as if they are only talking to you; they'll be able to move around a room making everyone feel they've had particular attention. Charm, like charisma, can be switched on – it's about paying attention to others and making them feel highly valued by someone with perceived personal or positional power.

Paint a picture of success that is personally desirable. Charismatic leaders make people believe they can achieve more and give people the motivation to want to achieve more. That clarity of vision and ability to make the future look engaging and attractive is all-important in improving performance and steering organisations through periods of change or budget cuts.

Source: Dr Steve Kempster, director of the Lancaster Leadership Centre, Lancaster University Management School, www.lums.lancs.ac.uk and read in my Edge Magazine www.i-l-m.com

Productivity Is More About Body Than Brain



“Amateurs sit and wait for inspiration, the rest of us just get up and go to work.”
Stephen King

How to take care of your body to increase your productivity?

Exercise

Regular exercise is extremely beneficial for our overall well-being and can work wonders for our productivity. Moderate physical exercise reduces anxiety and makes it easier to focus and be present, which can result in increased productivity and better work results.

Eat and drink

As obvious as it may sound, good eating and drinking habits are in fact notoriously neglected. Food is vital for stable blood sugar and without it, you'll always find it hard to focus and stay productive. Remember to plan your lunch break and eat something nutritious. And remember to stay hydrated.

Take care of your physical environment

Make sure you create conditions in which you feel comfortable. Take care of good lighting, keep your desk clean, and put on headphones with your favorite music. Mute email and chat notifications and check them only once an hour or so. You'll see the benefits very quickly.

Practise mindfulness

Mindfulness is about being present and focusing attention on the very moment you're experiencing. Teach your mind to pause and choose what you want to focus on – it will help you stay focused for a longer time.

Take proper rest to refresh your brain

Taking a break will make you more productive than sitting at your desk trying to focus when your body tells you to stop for a moment. It's also crucial to take proper rest once you leave the office. You should make sure you leave some time to just relax.



My Way: Jenn Lim on Delivering Happiness As a Leader

<https://www.success.com/my-way-jenn-lim-ceo-of-delivering-happiness/>

By SUCCESS Staff | March 4, 2022 | 0

Jenn Lim is the CEO of Delivering Happiness, a company she co-founded with Tony Hsieh, the late CEO of Zappos, to create happier company cultures for a more profitable and sustainable business approach. In her new book, *Beyond Happiness: How Authentic Leaders Prioritize Purpose and People for Growth and Impact*, Lim further explores the idea of happiness in the workplace and ways companies can put people first, especially in a world of remote work.

The best leaders support their teams' happiness by...

encouraging team members to show up as their true, authentic selves, and embracing the creative tensions that may arise by doing so. I'd rather be in a room where people are fully showing up than only experience their "work self." Innovation, growth and adaptability occur at a faster rate when we allow the [uniqueness of our people](#) (and their purpose) to enter the room.

I define a great organizational culture as one that...

lives and breathes its purpose and values. It allows for [all voices to be heard](#) while having clarity in direction and communication. It's being able to respond to both questions of *what's in it for me* and *what's in it for all* simultaneously.

One thing I try to do every day is...

[get outside](#)! Maybe that's why the greenhouse model I speak of in my book appeals to me so much. I'm inspired by [what we can learn from nature](#), and it reminds me how mere and mighty we are as human beings.

I feel most alive when...

I see the growth of clients who've applied our frameworks and strategies over the years, and are rocking it... as individuals, teams, and organizations. Winning awards for their culture, their people, and seeing that Ripple of Impact (the new ROI) change their communities, society, and the planet as a result. That fires me up!

My favorite inspiring quote is...

"You are not a drop in the ocean. You are the entire ocean in a drop." —Rumi

To avoid distractions, I...

put intentional [time in my calendar to focus](#).

I handle negativity by...

pausing and reflecting on where it's coming from. Is it external? Is it internal? Is it something within my control or outside of it? If within, I ask what thought or action can balance it out with a positive thing.

One thing that is difficult for me but I enjoy is...

climbing the next (proverbial and physical) mountain. The hardest ones to date are Mount Kilimanjaro and writing this book. And I can't wait to see what mountain is next.

My best advice for handling change is...

to ground ourselves in our purpose and values. No matter what happens in the world that we can't control, [your purpose and values](#) are the foundation to understand how best to adapt.

In 10 years I hope to...

still be climbing mountains.

I define success as...

being true to my real self—embracing highs and lows, strengths and shadow sides. Waking up and going to sleep knowing I spent my day living my purpose to connect people in meaningful ways, and my values of authenticity, freedom and relationships.

This article originally appeared in the March/April 2022 Issue of SUCCESS magazine.

We never fail when we try to do our duty; we always fail when we neglect to do it."

Sir Robert Baden-Powell

YOUR ROUTE TO THE TOP

HANDLE TRICKY PEOPLE

Get to the heart. Whether it's a colleague, client or boss, it's better to try to understand tricky people than to avoid them. Work out how they see things and then find a way to work comfortably with them.

Control the control freak. If your boss is the anxious type, pre-empt his concerns. To stop him jumping in as your finger reaches for the send button, share your ideas upfront.

Don't get dumped on. If your manager tends to deliver 'top priority' tasks for 'urgent' projects and then disappear, help her to focus. Ask her to describe her ideal result: what, when, and how does she want it? By forcing her to think it through, you'll avoid unreasonable last-minute changes.

Silence the sceptic. When presenting the new talent-management plan, ask questions to understand what makes the doubters tick. Listen carefully. Identify the root of their problem and you can address their real concerns.

Help shy people shine. A silent figure in the team meeting may be confident on a 1-1 basis. If they're brimming with ideas but can't articulate in a group setting, why not brainstorm instead? Find a way to communicate that works for them.

Calm the stress cadet. If your colleague is in regular meltdown, concentrate her attention on what can be done here and now. Battling a presentation, pitch and project work? Small steps will lead to significant results.

Resist charmers. Don't get taken in by empty, eloquent flair. Ask tough questions to keep them on track. Try: 'What does that mean in practice?' Help them distinguish between dreams and reality and you'll get the best of both.

Look again. Whatever behaviour we're up against, we must be aware of our own impact. Feeling brave? Write a character profile of yourself – which tactics would work for you?

The Mind Gym: Relationships

Waste no more time talking about great souls and how they should be. Become one yourself Cindy Locher

Powerful Coaching Questions

What do you want?

What will you have to complete to do this?

What stops you?

What's the real issue here?

How does this fit with your values?

What's the learning from this?

What action can you take?

What is important to you?

How could you think of this as easy?

What are you unwilling to confront?

Where do you go from here?

How might this translate into action?

What form might this take?

What would qualify as a significant step?

What else?

What next?

What Options do you have?

How will it feel to have mastered this?

What other perspectives could you have?

What's obvious here?

What would be the perfect question to ask you right now?

Source: ILM's Diploma in Coaching, Mentoring and Leadership Qualification

Patience, persistence and perspiration make an unbeatable combination for success. –
Napoleon Hill

Sir Ernest Shackleton was an Anglo-Irish Antarctic explorer, best known for leading the 'Endurance' expedition of 1914-16 [BBC - History - Ernest Shackleton](#)

SHACKLETON'S WAY OF GETTING THE GROUP THROUGH A CRISIS

When crisis strikes, immediately address you team. Take charge of the situation, offer a plan of action, ask for support and show absolute confidence in a positive outcome.

Get rid of unnecessary middle layers of authority. Direct leadership is more efficient in emergency situations.

Plan several options in detail. Get a grasp of the possible consequences of each, always keeping your eye on the big picture.

Give your team an occasional reality check to keep them on course. After time, people will start to treat a crisis situation as business as usual and lose their focus.

Keep your malcontents close to you. Resist your instinct to avoid them and instead try to win them over and gain their support.

Defuse tension. In high-stress situations use humour to put people at ease and keep your staff busy.

Let go of the past. Don't waste time or energy regretting past mistakes or fretting over what you can't change.

Ask for advice and information from a variety of sources, but ultimately make decisions based on your own best judgment.

Let all the people involved in the crisis participate in the solution, even if that means doling out some work that is less than vital.

Be patient. Sometimes the best course of action is to do nothing but watch and wait.

Give your team plenty of time to get used to the idea of an unpopular decision.

'Shackleton's Way' Margot Morell and Stephanie Capparell

Endurance: Shackleton's lost ship is found in Antarctic

[Endurance: Shackleton's lost ship is found in Antarctic - BBC News](#)

When you get into a tight place and everything goes against you, till it seems as though you could not hold on a minute longer, never give up then, for that is just the place and time that the tide will turn. Harriet Beecher Stowe

CRASH COURSE – WORK PAST 60

There was a time when you expected to retire early, but now it looks as if you are going to be working into your late 60s. So how are you going to keep on top of your game and avoid being put out to grass?

Keep fit. Your job may not involve hauling bricks but being physically fit pays dividends: it can help you avoid health problems, keep a psychological edge, stay alert and give you more energy, as well as influence how people think of you. 'Management can be pretty sedentary, and you need to make a positive effort to keep yourself in shape,' says Cary Cooper, professor of organisational psychology at Lancaster University Management School.

Never stop learning. Organisations have a tendency to give up on training people beyond their fifth decade says Chris Brooks, policy adviser at Age UK 'Identify the skills you need now and, in the future, and make it clear that you expect to continue your personal development.' Cognitive stimulation helps keep you mentally agile, says Cooper. 'Go to conferences, meet people and show others that you are in learning mode and haven't given up.'

Present yourself. Out-of-date clothes and grooming send people a message that you are out of touch. 'Invest in haircut and smart clothes, and above all take care that you don't look dowdy,' says Peter Shaw, executive coach at Praesta Partners.

Show some attitude. Make sure your demeanour is positive and be open to innovation. Take the initiative and show others you are still a force to be reckoned with, says Shaw. 'Offer to chair that meeting, take responsibility for a project, offer to do things,' he says. 'The moment you are on the back foot you're dead.'

Play to your strengths. You may struggle to compete with the young turks on every front, but you have knowledge and experience that are of great value to your organisation. 'Mentoring employees can be key to retaining talent, and will earn you credibility,' says Cooper.

Think flexible. See if you can negotiate more flexible hours and even work some of the time at home. 'Pace yourself,' says Cooper 'Prioritise what matters and don't consistently work long hours.'

Tweet. Technology is moving fast and it's essential to stay up to date with developments such as social media, even if you're aware of their limitations.

Know your rights. Perception and performance are most important in protecting your employability but know your legal position. 'Under the Age Discrimination Act, employers can't treat you differently because of your age, for example, denying you training.' Says Brooks. You can't be made redundant because of age, so it's important you put up a good case on other criteria.

Source Alexander Garrett in MT Management Today

1 PSYCHOLOGICAL SAFETY

HOW TO SAY IT

Amy Edmondson

"This is a new territory for us, so I am going to need everyone's input."

"There are many unknowns/things are changing fast/this is complex stuff. So we will make mistakes."

"Lucy, you look concerned."

"Gilles, you haven't said much."

"Adrian, what are you hearing in the warehouse / on the calls / on the road?"

"Okay, that's one side. Let's hear some dissent / who's got something to add / let's have some give-and-take."

"What assumptions are we making? What else could this be / could we investigate / have we left out?"

"What are you up against? What help do you need? What's in your way?"

"Did everything go as smoothly as you would have liked? What were the friction points? Are there systems we should retool?"

"If you've got something to add, just..."
(mention a few channels of communication, including ones suitable for difficult conversations)

"I really appreciate you bringing this to me. I'm sure it wasn't easy."

"Thank you for that clear line of sight."

Sketchnote: Tanmay Vora / @tvora / QAspire.com