

LEADERSHIP COACHING AND MENTORING –PACK

September 2022

Established in 2006

Welcome to this month's edition.

Damian Piper CBE our Resilience Coach starts this month edition with: **“Could your thinking be unacceptable?** I read a quote this week, it wasn't assigned to anyone. It really resonated with me: “Change the changeable, accept the unchangeable, and remove yourself from the unacceptable”. When I work with people it's common that they end up stuck worrying and thinking they are powerless to change things.....”

From me **‘Be a Winning Brand’** I cannot think of a better professional compliment than to be approached to be someone's mentor and/or coach. This is something I have had the privilege of doing throughout my career and currently I have the honour to coach and mentor several people on the career paths/opportunities they are seeking. One of the areas I often cover during these sessions is ‘what is the added value you bring’ and what is your personal brand?’

Please check out a super article on Action Centred Leadership Balancing task, team and individual.

50 years ago, on 12 September 1972 I joined the army. “Did you get to fulfil your childhood dream? I did! How lucky am I? And you know what? I am still incredibly grateful for the experience, 26 years after retiring from the Army” To celebrate my anniversary the final article in this month's edition: **‘24 Leadership Lessons from 24 years in the Army’**

Steve Raw FinstLM, FCMI, GCGI

Email: steve.raw@dosh.org

Blog: www.leadershipintheraw.org

Instagram: @stephenraw6

Twitter: @SteveRaw836

LinkedIn: <https://www.linkedin.com/in/steve-raw-72454721/>

Facebook: <https://www.facebook.com/steve.raw.771/>

It's not about how good you are

It's how Good You want to be

Could your thinking be unacceptable?

I read a quote this week, it wasn't assigned to anyone. It really resonated with me:

“Change the changeable, accept the unchangeable, and remove yourself from the unacceptable”.

When I work with people it's common that they end up stuck worrying and thinking they are powerless to change things. The range of scenarios is wide and varied. Often, they involve other people, things and circumstances. Perhaps the most common and the one that impacts all others is their own thoughts. Powerful thoughts will drive how we feel and then how we feel we impact on how we act.

Often people find their thinking isn't serving them particularly well. Here are three ideas to help you improve the quality of your thinking and hopefully help live out the suggestion in the quote.

Expectations versus reality

The unhelpful thinking is often driven by a set of expectations we have created. These expectations are driven by our values, life experiences and self-imposed 'rules' we chose to live by. The fact that we have created the expectations put us into a powerful position. Why? Because it means we can change them. This is a penny-drop moment for many people. I get that this in some circumstances is not easy to do and can take time. However, with consistent effort it is achievable. Here's one option, for a very complex topic. Ask yourself the question does my expectation serve or hinder my happiness? And if it doesn't, how might I adjust it. To be clear, this isn't about being a 'doormat' to whatever life throws at you. Far from it. This is about empowering ourselves to take proactive action to manage our expectations into something more useful.

Interrupt thoughts early

Unhelpful thinking can quickly get a grip on us and send us into a cycle of unproductive rumination. With practice we can raise our awareness and spot the signs early and as a result interrupt the thoughts in their tracks. I have found that what interrupt works for one person is useless for another. It must be personal, and it really needs to speak to the inner dialogue you are having. Here are three types of interrupts that you can customise for yourself.

1. Assessing a situation against a scale. For example, on a scale of 1 to 10 where 10 is death, where does this situation sit? Now, I'm not underplaying the circumstances at the upper end. However, many of the situations that feel like a 8 or a 9 are actually more a 2 or 3. This approach doesn't make the situation go away it does however put you into a stronger position to bring objectivity about how you will respond.

2. Assessing the situation against time. For example, how important will this situation be in 5 years? Chances are many of the things we face won't even be important in 5 days. Again, this interrupt helps bring objectivity.
3. Use a third-party. Some people find it powerful to interrupt their thinking with a what would X do in this situation question. Where X is someone who inspires them. I've seen examples of family members, celebrities, sports stars, politicians, and religious figures being used. You don't even need to have met the people. Simply your understanding of them will help interrupt the unhelpful thought.

Audit your environment

The environment we live in can be so influential on how we think, feel and act. And yet for many people they do little to proactively manage that. Conducting an audit of the environment against the criteria of 'does this help or hinder me' often unearths plenty of ideas for change. Here are four areas to get you going with your audit. People, circumstances, things and how you spend your time.

Good luck with exploring ways to help manage your thinking more effectively. As always, I love hearing about how you get on.

Damian

damian@effectivechallenge.com

Damian Piper CBE

Change and Resilience Coach

www.effectivechallenge.com

www.effectivechallenge.com/podcast



BE A WINNING BRAND



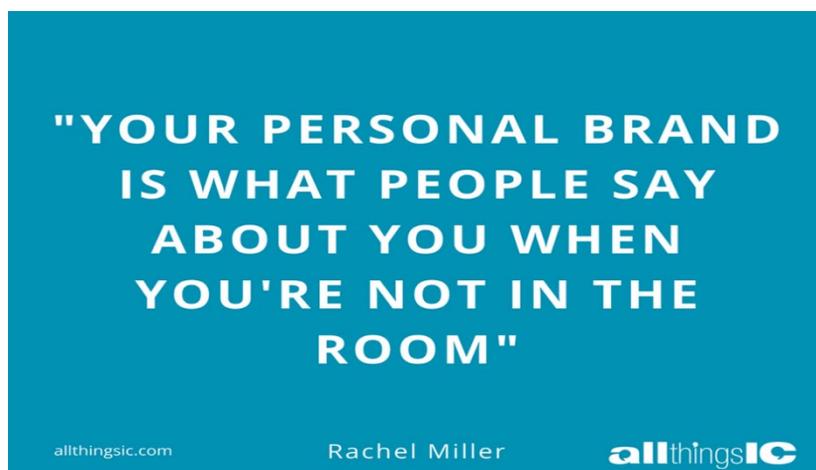
6am at Colchester Leisure Centre already working on my personal brand

I cannot think of a better professional compliment than to be approached to be someone's mentor and/or coach. This is something I have had the privilege of doing throughout my career and currently I have the honour to coach and mentor several people on the career paths/opportunities they are seeking. One of the areas I often cover during these sessions is 'what is the added value you bring' and what is your personal brand?'

I never set out to create my own personal brand. To be honest, for many years I wasn't even sure what 'branding' meant.

It was essential to me that throughout both careers (Army and Social Care) how I was perceived, especially when I was not in the room, was favourable. My image and reputation are important to me both at work and at home.

So, what is a Personal Brand?



Jeff Bezos – CEO Amazon

Brands are intangible - you can't actually touch or see them. A personal brand is the widely recognised perception of an individual. The impression that others have of you as a person can be made up of their experiences with you in day-to-day life and or how others see you, including the information about you which is available e.g., online. Your personal brand comprises a combination of your professional and personal experiences

The importance of a 'Personal Brand':

- They help shape people's perceptions of you as an individual – make sure it is a positive one.
- Creating a personal brand can be beneficial for both your personal life and career progression.
- It will distinguish you from other people – especially important when you are going for an interview for that important position.
- People will know what they can expect from you, which will build trust.
- It will help make you memorable. We all remember our role models.

10 tips on building a Personal Brand:

1. What do you want to be known for? For me it has always been the same, I want to be thought of as: experienced, knowledgeable, an expert in the role I am currently fulfilling, super fit (an important one for my Army career) and someone who is a student of leadership. So, ask yourself what is unique about you?
2. Talk about your interests. Build your personal brand around the things that interest you. Your brand needs to be a true reflection of your interests and lifestyle, then it's much easier to build and maintain over time. Holding conversations and creating content about the things you already enjoy is much simpler than trying to chase an audience you believe to be more lucrative.
3. What is your vision – where do you want to get to? How does it fit with your personal and work goals? Then tell those around you what it is.
4. Live and breathe your brand. Don't try to be something you're not – be authentic like Bettina: [Being Bettina's Dad: Be your authentic self – Leadership in the Raw](#)
5. Market yourself. What have you done today to let the world (or at least your colleagues and customers) know that you are uniquely contributing? Think about the best ways to advertise your message e.g., social media platforms. Once you have done that, start telling your story.
6. Don't rest on your laurels, continue to add to your personal brand. By keeping curious e.g., looking for the gaps in your organisation's business objectives and or the things you think will help those around you in your personal life. "What can I do to fill those gaps?"
7. Learn from others. I have been super lucky to have worked with inspirational people in both my careers and I have picked up tips from their personal brands. One of

whom I served with and is also a friend, David Sandell: [Charisma isn't always enough – Leadership in the Raw](#) I was lucky enough to share a 'billet' with David during a posting at NATO Headquarters. It was a career masterclass in personal branding. Thanks David.

8. Don't do things half-heartedly – totally commit to whatever you do – as they say in the Army 'be the best' you can be every day.

9. If people like you
they will listen to you,
but if they trust you,
they'll do business with you.

Zig Ziglar

10. Connect - Remember to show people exactly what they get if they invest in you.

Finally – Being Helpful

Be helpful in the same way that you may seek advice from your peers while developing your brand. Be sure to seek out opportunities to help others when you can as it's a great way to connect with those in your industry.

Being helpful is an important element for any personal brand. By sharing your knowledge, experience, or time with others, you offer value to your network and community. Establishing a reputation as someone who is helpful improves your personal brand image and creates opportunities to connect with your clients and potential employers.



(Bettina & Jennifer on Woolacombe Beach North Devon)

The Personal Brand you have chosen is something you have to live up to everyday, it is something I need to do for my daughters.

The Choice of Opposites

Time to read: under 54 seconds



Dear Steve

You decide which help move you closer to your outcome, and which move you further away...

1. Which do you say more, “And” or “But”?
2. Do you believe it when you see it, or see it when you believe it?
3. When talking with your team, do you say “I,” or “We”?
4. When you want to make a change in your life, is it a should, or a must?
5. Real honesty question: Does the room light up when you enter, or when you leave?
6. When you listen to your people, team or department, do you hear noise, or music?
7. Do you ask more often, “what’s going wrong”? Or “what’s going right”?

And finally, a big one

8. Do you say “You don’t understand what I am saying” or “Sorry, I am not explaining myself very well”

Your opinion, choices, and words – your decision, always

With my love or best wishes, whichever you prefer

David

@nakedleader across all social media

www.davidtaylorsblog.com

www.thorlhome.com

(David Taylor one of my favourite leadership gurus – I recommend his books to you.



My Top 3 Presentations from TED.Com

Barry Schwartz: The way we think about work is broken

What makes work satisfying? Apart from a paycheck, there are intangible values that, Barry Schwartz suggests, our current way of thinking about work simply ignores. It's time to stop thinking of workers as cogs on a wheel.

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

Alix Generous: How I learned to communicate my inner life with Asperger's

Alix Generous is a young woman with a million and one ideas — she's done award-winning science, helped develop new technology and tells a darn good joke (you'll see). She has Asperger's, a form of autistic spectrum disorder that can impair the basic social skills required for communication, and she's worked hard for years to learn how to share her thoughts with the world. In this funny, personal talk, she shares her story — and her vision for tools to help more people communicate their big ideas.

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

Rory Sutherland: Perspective is everything

The circumstances of our lives may matter less than how we see them, says Rory Sutherland. At TEDxAthens, he makes a compelling case for how reframing is the key to happiness

https://www.ted.com/talks/rory_sutherland_perspective_is_everything?language=en

Creating a Legacy

Who wouldn't want to make a mark on the world, to be remembered for making it a better place? The late Jim Rohn — a legendary motivator who is often (still) featured on Success CDs I listen to is remembered that way.

Here are his nine philosophies for helping you do the same.

1. **Life is best lived in service to others.** How can you help your family, co-workers and friends?
2. **Consider others' interests as important as your own.** People usually look out for No1, but the way to leave a legacy is to also look out for others.

3. **Love your neighbour even if you don't like him.** Liking people has to do with emotions. Loving people has to do with actions. When you love them and do good by them, you might begin to like them.
4. **Maintain integrity at all costs.** There are always going to be temptations to cut corners. Don't do it. Do what is right all of the time.
5. **To improve, you must take risks.** When we risk, we gain. And when we gain, we have more to leave for others
6. **You reap what you sow.** What you give, you get. Decide what you want out of life and then share it.
7. **Hard work is never a waste.** Give your all during your time on Earth
8. **Don't give up.** Those who succeed don't stay down when they fall
9. **Keep going.** There is always time to do more and achieve more, to help more and serve more, to teach more and to learn more

Source: USA's Success Magazine

Ten Ways to SELL AN IDEA

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

From Management Today

"Friendship is born at that moment when one person says to another: What you too? I thought I was the only one!" C.S Lewis

CAREER MATERCLASS

STOP CYCNICS INFECTING YOUR TEAM

Be open. Cynics thrive on rumours and half-truths. ('They're probably planning to cut your budget.')

Share as much as you can with your team as regularly as possible, and be on hand to answer questions. Make yours the only news worth listening to.

Ignore them. In meetings, give less attention to the cynics and more to those who make a sensible contribution.

Pass the power. We're more likely to thrive during tricky times if we're optimistic and take responsibility for overcoming challenges. Keep your team too busy to listen to cynics.

Take them on. Before your next team meeting, arm yourself with the facts needed to answer your cynics' accusations. Invite them to voice their complaints then quash them one by one.

Find champions. Enlist your most positive team members as anti-cynics to counter every sneering comment with an optimistic perspective or constructive suggestion.

Get moving. Announcing a new way? Take action as soon as possible and plan some quick wins. Cynics can't warn that the change will 'never work' if it already is working.

Warn them. Meet the cynics privately and explain the impact of their behaviour on their chances of progress. There's nothing like a little straight talking to bring out the optimist in someone.

Silence with symbolism. Cynics use emotive methods (hyperbole, scaremongering) to lower mood. Two can play that game, so use gestures to spread good feeling. So if cynics say you're out of touch, quite your office and sit among your team.

Favour the optimists. Share publicly the fact that you value attitude alongside impact and prove it by giving opportunities to the 'can doers,' even if they're less skilled.

Stay positive. You are the most powerful advert your team has for dismissing cynics. Don't let them think you're losing the faith.

The Mind Gym: Relationships is published by Little, Brown

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

Anne Sullivan

Action Centred Leadership

Balancing task, team and individual

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

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

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

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

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

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

Action Centred Leadership

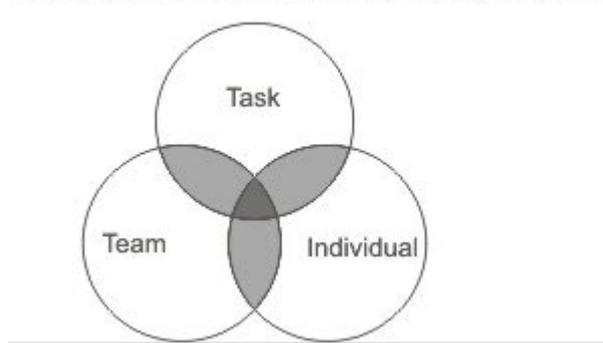
Action Centred Leadership (sometimes known as ACL) is a model that was first published in 1973 by leadership expert, John Adair.

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

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

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

Figure 1: Adair's Action Centered Leadership Model



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

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

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

Here is an example that illustrates this interdependency:

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

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

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

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

How to Use the Tool:

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

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

Task

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

Group

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

Individual

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

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

Key Points

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

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

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

Source: edited from 'Mindtools'

Ten ways to.....

Manage creative people

1. Have a clear vision
2. Give them a tight brief
3. Encourage a fast flow of ideas
4. Protect them from bureaucracy
5. Give them ideas to work with
6. Expect different values and behaviours
7. Introduce subtle competition
8. Have separate creative working space
9. Team them up with implementers
10. Give ideas time and space to develop

Source: **Guy Browning - Modern Management**

Being a professional is doing the things you love to do; on the days you don't feel like doing them."

Julius Erving (Basketball player)

24 leadership lessons from 24 years in the Army

Steve Raw www.leadershipintheraw.org



The Commando Log Regt RM winning team 1985 (& 1986 too!)

I second from the front on the left of the log.

Did you get to fulfil your childhood dream? I did! How lucky am I? And you know what? I am still incredibly grateful for the experience, 26 years after retiring from the Army. I joined a Junior Leaders Battalion in 1972 'passing out' into the regular Army in 1974, and then retiring in 1996.

I could talk endlessly about the adventures I had but, rather than sending you to sleep, I thought I would keep focused and share with you the leadership lessons I picked up from my experiences in the Army, and which I have taken into my second career in Social Care.

So, here are 24 leadership lessons from 24 years of serving Queen and Country, and in no particular order:

1. One of my posts on the blog is about Time Management. One of the first lessons I learned as young soldier was the importance of '5 minutes before' so whenever the appointment is, make sure you are there at least 5 minutes before – its good manners and show's respect.
2. As an NCO (Non-Commissioned Officer), and then as a Warrant Officer, soldiers judged me as a person and as a leader on my consistency. People need to know where they stand with you, not just today but every day. Lose the mood swings as it is self-indulgent.
3. Loyalty and Respect does not come from a badge of rank; it has to be earned every day. Just because you had it yesterday does not mean you have it today. To win loyalty and respect you also have to give loyalty and respect to your colleagues, and also those who work for you.

4. Be the person people can count on, no matter what the situation, to be there and to get the job done. It was, and is, important to me that I am last person my Boss needs to worry about.
5. Stretch yourself to the limit. It is only then you truly know what your potential is.
6. Adversity truly introduces you to the person you are or the person you can be. Always face it.
7. Be proud to be part of something special. If you are not proud of what you are doing, then you need to leave quickly and do something else.
8. Be the Best! Be the best you can be. Strive for excellence (in yourself) in everything you do.
9. It is ok to be competitive. For me it was always with myself, to be better than I was yesterday. You can be the most competitive person in the world but be there to help someone else move up.
10. A Positive Attitude is everything. Nobody I knew, or know, follows a negative leader. You were judged on many things in the Army, but the first thing people asked was, what is his or her attitude like? Do they have a positive attitude? It is all about moral courage.
11. Get Fit! Keep Fit! I found the fitter I became the more capacity for work I had, the longer I could work even in the most difficult conditions. Fortunately, I no longer have to work for long periods in the Arctic Circle but keeping fit is also good for mental health and physical health too.
12. Care about your team. No matter how senior you think you are, your team eat before you eat, sleep before you sleep and finish work before you do.
13. The best leaders do not necessarily have the best plan, but they are the best planners. Bring discipline into your work and be organised and anticipate your next problems before they happen.
14. The first phrase and motto I heard as a young 16-year-old was 'Personal Pride!' both in work and appearance. Ask, is this the best I can be? Is this the best I can do?
15. The importance of humour! Don't take yourself or the situation too seriously. See the funny side as it lightens the mood, especially in a tense or scary moment, and reassures those around you that you are in control. If the humour is self-deprecating then the better.
16. Added Value to your team and your organisation. Being good at your job is a given as it is what you are paid to do! However, we were judged on bringing that bit extra to the table! So, what is the added value you bring to your organisation?

17. People will soon see if you are not the “real deal” if you are not honest with them. Always be straight and open so that when you and your team are really up against it they will trust you.
18. It is an old (National Service) myth that you don’t volunteer for anything in the Army, but this is not true. Take a step forward, volunteer, say “ yes, I can do it” (even if you have never done it before – get busy finding out how). When I did this, I found it liberating, more opportunities came my way, and destiny was in my hands. I grew as a person and as a leader
19. No hidden agendas. There is no time for hidden agendas, so be open with where you want or need to get to. Be straight with those around you and you will gain their trust. My only agenda now is to support the people I work for, my customers, and my organisation to be more successful. If they are successful, then so am I.
20. To understand what success looks like for you.
21. To be able to look after yourself and to be self-sufficient.
22. To Prioritise. Although when asked to prioritise three urgent tasks, I must admit it was easier just to complete all three straight away. This was expected by my bosses (it still is!)
23. Before you are promoted into your next position make sure you get the training and qualifications before you start – not after you have started. This was one of the differences I noticed in my second career and something I try to change for those I lead.
24. Value the young – they are your future leaders. If they are good enough then they are old enough. Value your older colleagues – they have the stamina, the experience and can mentor the young. You are as young as your attitude and outlook on life.

These lessons may not be specific to the Army, and I imagine that having read these lessons they may be familiar to what you already believe in without having been a soldier?



Steve