

LEADERSHIP COACHING AND MENTORING PACK

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Established in 2006

Welcome to this month's edition.

Damian Piper CBE our Resilience Coach starts this month edition with: **'Overtime Success: The Journey Beyond Overnight Triumph'** "We've all heard the tales of those who seemingly skyrocketed to success overnight. The viral sensation, the instant millionaire, or the breakthrough artist — they capture headlines and fuel the dream of quick and easy success. However, these stories often overshadow the years of behind-the-scenes effort, failures, and learning experiences that paved the way for that "overnight" moment....."

From **Joyce Raw: Miss Calm, Miss Patient – Misconception** "For all of my adult life I have been known to be "calm" and "patient". I have lost count of the number of times I have been asked what the trick is to being so zen-like in my approach to life. Some people think it is something I can teach them to be, but sadly no, I can only advise on a starting point - the rest is up to them. However, being calm and patient can lead to misconceptions about what your (or in this case, mine) understanding of the situation may be....."

From me: **10th Leadership Lesson I learned – "Any Fool can be uncomfortable"**. "I have just returned from a long run around Mons with my roommate David Sandell - we are both based at Supreme Headquarters Allied Powers Europe (SHAPE) NATO's military headquarters in Belgium - and I mention about doing something ridiculously complex and ask David for his advice David turned and said, "Any fool can be uncomfortable."

There is lots more in this month's edition so let's dive in together.....

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It's not about how good you are.

It's how Good You want to be.



Overtime Success: The Journey Beyond Overnight Triumph

The Myth of Overnight Success

We've all heard the tales of those who seemingly skyrocketed to success overnight. The viral sensation, the instant millionaire, or the breakthrough artist — they capture headlines and fuel the dream of quick and easy success. However, these stories often overshadow the years of behind-the-scenes effort, failures, and learning experiences that paved the way for that "overnight" moment.

Overtime Success Defined

Contrary to the myth of instant triumphs, an "Overtime Success" is built on the foundation of persistence and sustained growth. It's a journey where every setback becomes a setup for a comeback, and every small victory contributes to the larger narrative of achievement. This approach acknowledges the importance of the learning curve and the gradual accumulation of skills, wisdom, and resilience.

The Journey Matters

In the pursuit of our goals, it's easy to fixate on the destination. However, an overtime success mindset invites us to appreciate and learn from the journey itself. Each challenge, setback, and moment of doubt becomes a valuable chapter in our success story. The journey is where we build character, resilience, and the expertise needed to navigate the complexities of our endeavours.

Celebrating Small Wins

Rather than waiting for a grand finale, celebrating small wins along the way is crucial to maintaining motivation and momentum. These victories may not make headlines, but they lay the groundwork for significant achievements. From mastering a new skill to overcoming a hurdle in a project, recognising, and acknowledging these smaller successes contributes to the overall narrative of success.

The Importance of Consistency

Consistency is the silent force behind overtime success. It's the daily commitment to progress, and the refusal to be discouraged by temporary setbacks. Whether it's honing a

craft, building a business, or pursuing personal development, success is often a result of showing up consistently, day after day.

Lessons from Overtime Success Stories

Numerous iconic figures and successful individuals across various fields embody the essence of overtime success. From the gradual rise of entrepreneurs to the evolving careers of artists and professionals, their stories emphasise the importance of resilience, adaptability, and long-term vision. One that stands out to me in this category is JK Rowling - author of the Harry Potter books. As of 2023 the books have sold over 600 million copies and film franchise is placed number 2 of all time (behind Marvel comics). Not bad for a first set of writing. What's less talked about is the fact that Rowling had been writing stories from the age of 6. She had a turbulent time in her early adult years losing her mother, divorce, and spending periods on welfare benefit. In 1995 she completed her first draft of Harry Potter. She was rejected by 12 different publishers. Finally, someone decided to take a 'risk' and agreed to publish 500 copies. Rowling got £2500 for the original deal. There is nothing about an overnight success for Rowling.

Conclusion

As we navigate our individual journeys, let's shift our focus from the allure of overnight success to the strength and resilience found in an "Overtime Success" mindset. By embracing the process, celebrating small wins, and staying consistent, we not only redefine success but also cultivate a deeper appreciation for the richness of our personal and professional journeys. Remember, success is not a sprint; it's a marathon where each step contributes to the narrative of a well-earned triumph.

As always, I'm interested in your thoughts on this topic or if you know of an overtime success stories.

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Miss Calm, Miss Patient – Misconception

For all of my adult life I have been known to be “calm” and “patient”. I have lost count of the number of times I have been asked what the trick is to being so zen-like in my approach to life. Some people think it is something I can teach them to be, but sadly no, I can only advise on a starting point - the rest is up to them. However, being calm and patient can lead to misconceptions about what your (or in this case, mine) understanding of the situation may be.

To begin with, “calm” and “patient” are two entirely different attributes in my book. They are used in different situations and rarely together. To get a clearer understanding of what I am trying to get across let me take you back to my younger days where it is quite possibly the place where I honed these two skills.

I was always introduced by my parents to their friends or new associates as being “the quiet one”. This is Joyce and “she is a very placid child” or “very shy and reserved but likes to observe what is going on” and even “outnumbered by the louder ones” (yes, dear siblings, I mean you noisy lot!). I do not think that my parents meant this unkindly, it was just a way of explaining to people why I was not more forthcoming or sociable towards others. As I grew older, I grew in confidence and became more outgoing (some would say I was now the very opposite of introvert) but I retained that sense of being able to observe and react accordingly. When you have siblings, skills are an important part of your psychological arsenal.

If we take each of them separately, we can see where they differ.

Calm Being calm is about not being reactionary to your environment or situation. Being calm is about being able to keep still, think, not mirror someone else’s behaviour or language, and keep your stance. Being calm in a difficult situation gives you clarity of thought and enables you to make good, safe, and workable decisions. It is quite possible that you could save someone’s life one day by being calm. Being calm is about not letting someone else influence or dictate your reaction to the situation. Being calm is also about reassurance; about helping the other person to quieten themselves so that they can accept help; about observing possible outcomes in a detached manner.

Patient Being patient is about accepting the situation as it is but not making rash decisions. Being patient is about recognising someone else’s reactions or behaviours but resisting the urge to correct them. Being patient is about playing the long game. Patience is a strategy to use to get what you want, or where you want to be, on your terms. Patience is a mind game; it is a game of chess in its avatar form. It is the difference between winning or losing - even if only mentally or in your own world.

Next, we can look at their application. To do this I offer up two of my own personal examples.

Calm When our youngest daughter, Bettina, first began exhibiting signs of having epilepsy we were still at the stages of being unaware of what was the root cause of her zoning

out. We could hazard a guess of course but, like any parents, we were hoping that we were wrong. However, one particular day Bettina was in her bedroom and suddenly collapsed. The noise of Bettina dropping to the floor alerted us to the fact that something was wrong. Bettina seemed not to be breathing and was blue in the face and unconscious - a frightening ordeal. How do we get Bettina out of this and back with us until the ambulance arrives? Being calm saved the day. By being calm we were able to move Bettina into a position that would help her breathe; we were able to maintain a reassuring voice for Bettina - we did not know if she would be able to hear us or not; we were able to keep our wits about us enough to give the paramedics the information they needed and we were able to understand and agree with the paramedics on the best course of action. It is likely that panicking in this situation would have been little help to Bettina. This may be a shocking example, but nevertheless effective.

Patient Over the years I have been asked for my advice. I do, of course, give it unstintingly, but people do not always take the advice. Sometimes you just have to allow the person to go their own way and take a step back from the situation. Patience is required by the bucket in this instant. There are lots of examples that fit this scenario: the colleague who is going to have it out with the boss and tell them what they think (don't do it!); the carer who tells the local authority what they can do with their funding (better to have some funds than none at all); the friend who doesn't like the funny looks they are getting from across the room (they might not be looking at you at all!). The patient method is to not to fall out with the other person because of their volatile-driven actions. Being patient means accepting that they will come back round for the same advice again at a later stage; it means drawing on your own inner strength to allow further access to your advice; it means being patient with someone and allowing extra time for them to come to the conclusion you reached days, weeks or months ago; it means allowing for differences in people and their personalities.

Now we have reached the stage where the misconception(s) come into play. When you are **calm** others sometimes assume the following:

- You do not fully understand the situation or what they are going through.
- You do not care.
- You are aloof and condescending.
- You are not listening.
- You are amused by their situation.

When you are **patient** others sometimes assume the following:

- You think they are idiots (not entirely untrue in some cases!)
- You see yourself in parental mode towards their situation.
- You agree with others about them.
- You are exasperated by them.
- You have information/advice/support you are holding back on which could help them.

Reader please be assured that my skills in being **calm**, and **patient** are not a criticism of how you perceive life, they merely help me to help you. Sometimes people are so caught up in their own situation that they do not allow for others to be able to cope with their own.

This brings us now to how you can look to enhance your skills in being **calm** and **patient**. In order to be **calm**, you might like to practice the following: (start small or your family and friends will think there is something seriously wrong with you!)

- Observation is key. Make it your daily practice to observe others, situations, and places unobtrusively. By this I mean do not wade into the situation if you do not need to, take the time to see how others interact and how their surroundings affect their behaviour. The best comedians are ones who base their acts on observing real life.
- Resist the urge to mirror someone else's behaviour or language - unless they are calm and relaxed.
- Do not give in to outbursts of temper, tears, or threats in the face of adversity. Keep calm and do not give oxygen to the situation.
- Adopt a "zen" approach to life generally. Far easier to go with the flow than swim against the tide.
- Mind your own business, it is the greatest aid to being calm in existence.

To practice being **patient** might I suggest the following:

- Embrace the lengthy waiting times associated with standing in a queue to be served; waiting to speak to someone on the phone; waiting for family members to get their stuff together so you can leave the house. It is an opportunity to practice your new skill.
- Accept that any advice you give might be ignored or called upon a second and third time - make your peace with repeating yourself.
- Stand back after giving your advice and do not check up on whether it has been taken or not.
- Ask yourself "what would Joyce do?" I would advise **patience** in every case.
- Mind your own business - again, a great aid to being **patient**.

In both cases, learn to ignore the **misconceptions** people will assume about your reactions to them or their situation(s).

By practicing these new skills, or honing what you already possess, it will give you a greater understanding of your own capabilities. It will give you clarity and the gift of being able to support others in need. We live in an age where the slightest challenges faced by others seem insurmountable so be that beacon of light where you can.

So, there we have it. Are you now **calm** and/or **patient**? Practice your new skills and let me know!

Spiritually yours,
Joyce Raw

10th Leadership Lesson I learned – “Any Fool can be uncomfortable”.



(Just back from a run. David standing and me sitting down recovering.)

Driving into the multi-storey car park attached to Fenwick’s Department store in Colchester, I am caught up in a protracted line of cars as a huge SUV is reversing into the tiniest of car parking bays. I have counted five attempts so far and my immediate thought is ‘any fool can be uncomfortable.’

Forty years earlier I have just returned from a long run around Mons with my roommate David Sandell - we are both based at Supreme Headquarters Allied Powers Europe (SHAPE) NATO’s military headquarters in Belgium - and I mention about doing something ridiculously complex and ask David for his advice David turned and said, “Any fool can be uncomfortable.”

I am not sure if it is because he is a Royal Marine Commando that he has a ‘saying’ for every occasion, which abbreviates thirty minutes of feedback from anyone else. In one phrase he nails it – why do I need to make my life difficult when it does not need it to be? It would not be the last time David used this phrase with me.

There are times in life when you do have to get comfortable with being uncomfortable. Usually when it is important and urgent.

Related: [Being Bettina’s Dad – Getting Comfortable with Being Uncomfortable – Leadership in the Raw](#)

However, if it is not important and is not urgent, then this post is about not making your life uncomfortable when it does not need to be.

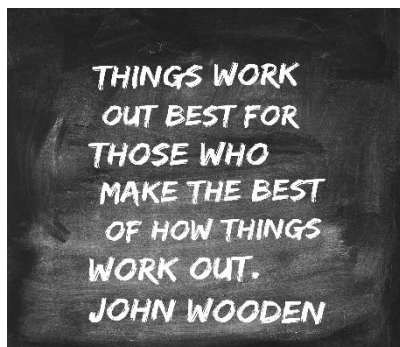
Five Questions to ask when faced with a situation?

1. What is it you want to achieve for your efforts? Have you thought it through? Often when I do, an easier and simpler option presents itself.
2. Is there an easier way/route you can take? There are two routes I can take when I need to travel northwards from my home in England. One is a shorter and quicker,

however, according to the sat nav it takes me to a difficult intersection where, several years ago, a lorry crashed into my car. The other is a longer, relaxing route. Whenever I can, I take the latter route because “any fool can be uncomfortable”.

3. Is the task needed? If so, what would happen if you did not do it?
4. Am I carrying baggage I do not need? This was something I often needed to consider during my first career, when I was loading up my Bergan (rucksack). What is it I am not likely to use and weighing myself down unnecessarily? This question works for other aspects of my life too.
5. Have you faced this problem before? What worked? Do that! My life experiences have taught me there is nothing new under the sun. The recurring nature of human experiences and inventions. We may perceive something as novel or unique, but it is often likely a modification or repetition of something that has already existed or occurred.

Don't make life difficult for yourself – Five Tips to stop that happening:



1. Don't set yourself up for failure. I have just written our 10 Objectives for my company's Business Plan. They look challenging to an external audience, but I know they are comfortably achievable, I would not have written them otherwise.
2. Just because it is a priority for someone else, it does not mean it has to be for you. Living your life on your own modest terms rather than someone else's.
3. Don't over complicate things by over-thinking or analysing the situation.
4. Reach out to others and ask them for their perspective. Often those you speak to do not have a stake in your situation and therefore can often see an easier path through the forest when you cannot see the wood for the trees.
5. That sticky problem you are trying to find a solution to, adopt the attitude of: If you can't mend it, then live with it. Either way it stops being a problem.

Related: <https://leadershipintheraw.org/2017/04/13/cutting-down-the-odds/>

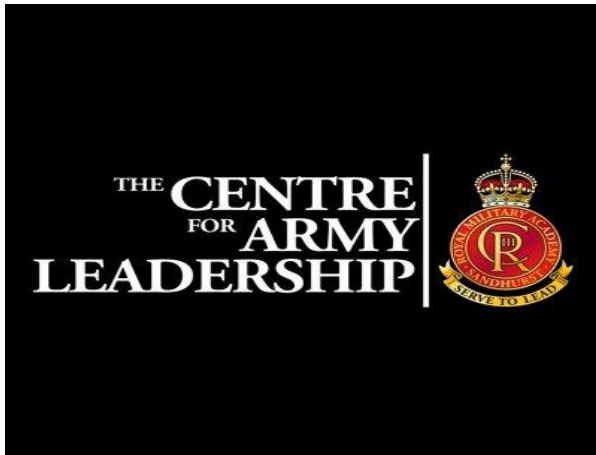
The large SUV eventually parks, and I quickly drive past before he decides to reposition his vehicle (again). I drive to one of the top levels of the car park where I know there will be fewer vehicles and space on either side to park. Why make your life uncomfortable when it does not need to be?

Forty years ago, 'any fool can be uncomfortable' became the 10th leadership lesson I learned and one I have benefitted from since, thanks David. Although Joyce, my wife has shortened

this phrase to “any fool Steve?” which is equally effective and immediately brings me back into line.

Footnote: [About David Sandell — David Sandell | Artist](#) David is an award-winning portrait and landscape artist based in the heart of the English countryside, working primarily in oils, pastel and pencil for portrait commissions; original oil paintings and limited-edition prints.

Source: Steve Raw www.leadershipintheraw.org



Centre for Army Leadership

Most qualities associated with being an effective leader are mirrored by that of effective followers. Both are committed to the same purpose. Both have obligations to the team as well as the individuals within it. Both live by shared values and standards. And both are expected to show behaviours consistent with, and complimentary to, the expectations of military service and the society we serve. Thus, it is the respective responsibilities of each role that defines the difference.

An individual’s character, motivations, and experience, coupled with the environment they are working in (leaders, peers, climate, culture and task), all influence behaviour. Follower effectiveness can therefore be assessed across two continuums: the level of a follower’s engagement, from passive to active; and their ability to exercise independent, critical thinking. The result is a presentation of five dominant followership behavioural styles:

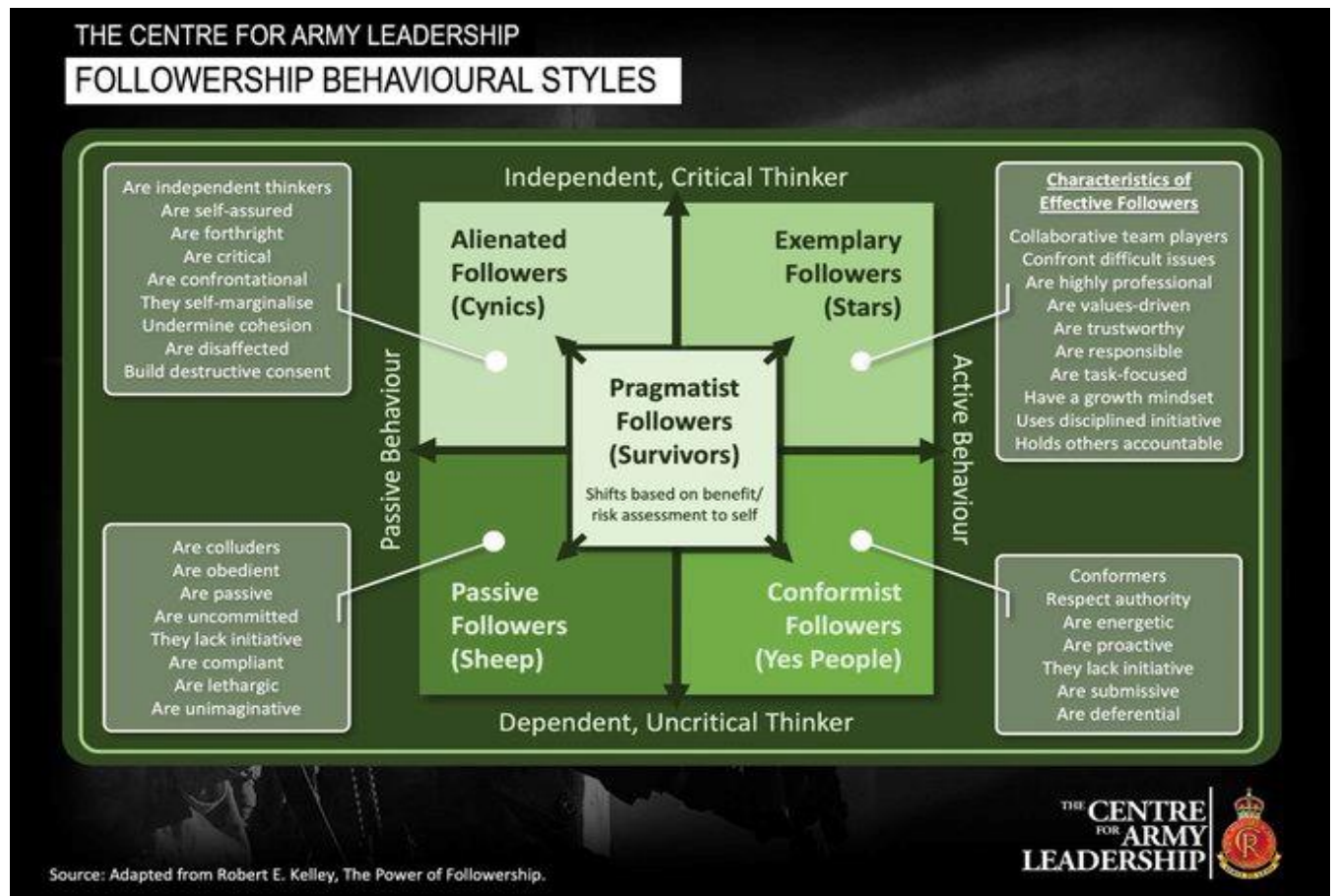
😊 Exemplary Followers (Stars). Exemplary followers are fundamental to mission success. Responsible, motivated, and professional, they engender trust.

😞 Alienated Followers (Cynics). Alienated followers are independent and critical in their thinking but passive, or even destructive, in carrying out their role.

🐑 Passive Follower (Sheep). Susceptible followers with no sense of responsibility. They are passive, lack initiative and independence of thought, and blindly conform to others. Exploitive or toxic leadership cultures that repress individual contributions and challenge will undoubtedly encourage such obedient compliance.

☒ Conformist Followers ('Yes' People). Followers who are more proactive than the passive followers but still lack initiative and critical thought.

☹ Pragmatist Followers (Survivors). Pragmatist followers act not out of loyalty to the leader, the team, or to the mission, but according to their own self-interests and preservation.



CARROT POWER

Reward your team members with a daily dose of recognition.

GIVE THEM VISIBILITY

Have a great team member report directly to the MD (or RD/RM) on an important project. This type of face time with the head honcho is one of the best rewards many team members can receive. And it shows you can identify talent and aren't afraid to let them shine

From a Carrot a Day by Adrian Gostick and Chester Elton, published by John Wiley & Sons

These Three Little Words May Help

Time to read: 33 Seconds

Dear Steve

These Three Little Words May Help

1. **These**

When you want to create intrigue, such as getting people to open the email for this Naked Leader Week, **THESE** actually accelerates FOMO, Fear Of Missing out. With thanks to the legendary [Peter Thomson](#) for this.

2. **Actually**

The great reset word. If you're being asked a tough question, or in a conversation you're not particularly enjoying, or want to make a new point – pause – and start the next sentence with the word **ACTUALLY**. It seems to wipe out what went before.

3. **Yet**

One of our favourite words in Naked Leader. The power of **YET**. Instead of telling yourself off. 'Oh, I haven't been to the gym'. Simply add **YET**. 'Oh I haven't been to the gym yet'. It feels really cathartic and positive.

So these three words may help;

1. These – creates intrigue.
2. Actually – to start a sentence with reset
3. Yet – to make sure you are positive towards yourself rather than negative

With my love and best wishes to you all

David

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www.davidtaylorblog.com

SHACKLETON'S WAY OF FINDING THE DETERMINATION TO MOVE FORWARD

(Sir Ernest Shackleton polar explorer)

- * Go for broke risks become more acceptable as options narrow. Sometimes the potential rewards at the end of a daring venture justify the risk of suffering a spectacular failure.
- * Seek inspiration in enduring wisdom that has comforted or motivated you or others in times of crisis. It will get you through the most physically and emotionally draining times and helps you to keep your perspective.
- * Congratulate yourself and others for a job well done. A pat on the back or a sincere handshake is an expression of personal thanks and gratitude that has never gone out of fashion.
- * Motivate your staff to be independent. If you have been a good leader, they will have the determination to succeed on their own.
- * Let your staff inspire you. At times, an overwhelming workload may force you to consider lowering your standards. Remember that the final product must represent the best efforts of the entire group.
- * Even in the most stressful situations, don't forget that you are part of a larger world that might benefit from your expertise in turn, participating in community and family activities can give you skills useful on the job.
- * Make sure the whole job is done. Your staff may be able to call it quits after the heavy lifting is over, but you are responsible for seeing the work through to its successful completion.

'SHACKLETON'S WAY by Margot Morrell and Stephanie Capparell

MANAGEMENT SPEAK - WHAT DOES IT MEAN?

DUE DILIGENCE

In the thrill-seeking world of US accountancy, 'due diligence' is the procedure of scrutinizing the books before any corporate transaction. Originally, 'diligence' meant a task you 'delight' in, but by the 17th century lawyers were using it to mean the opposite: 'obligation'. An alliterative, tautologous catchphrase first recorded in Shakespeare's *Pericles*, it became a staple of British and US law courts. It now constitutes a defense against charges of negligence - the real reason for all those due diligence meetings.

**Ten ways to.....
HANDLE RUMOURS**

1. Face it, tongues will always wag
2. Be open about what's going on
3. Be firm when bearing bad news
4. Address individuals' concerns
5. Build a trusting atmosphere
6. Promote intranet discussion
7. Trust your own judgment
8. Nip trouble in the bud
9. Tell the truth
10. Avoid dodgy practices

Management Today

Stress buster

BEAT THE CYNICS

Doom and gloom are contagious. Deal with cynics before they stress you out. To ensure you stay positive.

DON'T ARGUE BACK. Confront them with an assertive statement; you've made your decision and won't be side-tracked.

DEFLECT PERSONAL PUT-DOWNS. A short response such as 'You may be right' will stop them dead.

RE-CHARGE THROUGHOUT THE DAY. Strengthen your immunity by giving yourself uplifting moments such as a dip into amusing quotes.

RECALL YOUR SUCCESSES. Use motivational symbols of past achievements to keep negative thoughts at bay.

Gael Linderfield, author, and lecturer. Taken from Management Today.

GET THE BUZZ: Listen carefully to other people's voices and gauge the impact they have on you. Now record your own voice and try and gauge the impact this has on others. Encourage your colleagues to be honest with you. Does your voice sound positive? A **POSTIVE HEART WILL LEAD TO A POSITIVE VOICE**

YOUR ROUTE TO THE TOP

HOW TO PRAISE

Do it often. Five times a day minimum (like fruit and veg); 25 times would be even better.

Spread it around your team or colleagues to avoid a sense of favourites.

Remember, it's for their benefit, not yours. This will make it more genuine.

Don't mix praise with negative feedback, otherwise it will not be heard.

Choose the right moment. Broadly, for praise on a minor matter, do it straight away, otherwise it will look like a bigger deal than it is.

Give the context. If the praise isn't offered immediately, it helps to let them know what exactly you are talking about: 'Thanks for the report – it was great', you are not giving the other person anything they can usefully apply in the future. Was it great because the report was detailed, had a succinct summary, included good questions.....?

Describe the impact it has had. This is the part that motivates. The good/positive consequences that flowed as a result of what they did well are what encourages them to repeat this behaviour.

Describe the skills they demonstrated, or what it tells you about them as a person. This is the part that makes the other person feel really good: 'Thanks for leading the meeting so inspirationally; what a great team of people you have persuaded to get involved in the project.'

Congratulate. This is usually the beginning, middle and end of praising. It has a role but if it's all you do, you get only one star.

The Mind Gym

Three words leaders have trouble with:

"I don't know."

I think good leadership will often start with questions whose answers are: "I don't know but we're going to find out"

Walter Bennis 2002

If you've ever worked for a boss who reacts before getting the facts and thinking things through, you will love this!

Arcelor-Mittal Steel, feeling it was time for a shakeup, hired a new CEO. The new boss was determined to rid the company of all slackers.

On a tour of the facilities, the CEO noticed a guy leaning against a wall. The room was full of workers, and he wanted to let them know that he meant business. He asked the guy, "How much money do you make a week?" A little surprised, the young man looked at him and said, "I make \$400 a week. Why?"

The CEO said, "Wait right here." He walked back to his office, came back in two minutes, and handed the guy \$1,600 in cash and said, "Here's four weeks' pay. Now GET OUT and don't come back."

Feeling pretty good about himself, the CEO looked around the room and asked, "Does anyone want to tell me what that goof-ball did here?"

From across the room a voice said, "Pizza delivery guy from Domino's."

YOUR ROUTE TO THE TOP

WORK OVERLOAD

Stop and think It's easy to panic and launch yourself at the task without considering the most sensible course of action. A few moments' reflection and planning pay off.

Break the situation down into chunks. Picturing the whole task makes it look terrifying; small steps are manageable.

Delegate. There may well be people around you who can help and offer expertise – take it.

Manage expectations. You may need to explain to others that the end result might be different from initial expectations. Better to bite the bullet early on and enlist help than give people a nasty surprise when you pass the point of no return.

Consider urgency and importance. The danger is to rush around doing the urgent things but ignoring the important ones. If something is both urgent and important, act. If not, prioritise.

Start small. Focus on getting some quick results, as this will give you momentum.

Develop a contingency plan. Even in the most difficult situations there are other options.

Go for the 80/20 rule. Build the stadium without the roof; write the report without the annotated footnotes.

Don't be too hard on yourself. Having decided what to focus on, don't worry about things you're not going to do. Put your energies into finishing everything else to a high standard.

Talk to your team. If everybody knows what is happening, less time will be spent on unproductive action. Consider creating a war room where people know action is being taken.

Communicate to interested parties. It's better to lead the communication of a crisis than being forced to respond to someone else's interpretations.

Remember it will pass. Life is bigger than a wobbly project.

Learn from the situation for next time. Patterns can turn into habits. If you're aware of what led to the situation, you can catch it before it happens again.

The Mind Gym

Colin Powell - "Management may be a science. But, leadership is an art. I have never yet seen an environment where you can be a consistent Type A or Type B leader. No one way is right. Different situations call for different types of leadership."

Ten Ways to... TOUGHEN UP

- 1. Don't take it personally**
- 2. Believe in yourself**
- 3. Accept its ok to make mistakes...**
- 4.but don't make too many**
- 5. Keep your focus**
- 6. Hold your nerve**
- 7. Don't compare yourself to others**
- 8. Let go of anger**
- 9. Take a few risks**
- 10. Learn to switch off**

The Making of a Good Mentor

- ✓ First and foremost, you need to **make a commitment**. This shows that you take the development of your junior seriously. You will need to meet regularly for the relationship to develop but not so often that the person involved becomes dependent on you.
- ✓ Mentoring involves **actively listening**, which many people struggle to do. It means not interrupting your mentee when they are talking, as well as picking up important cues from what they say so that you can reflect back relevant issues.
- ✓ **Empathy** is also hugely important, as you need to show you understand their experience without simply saying. 'Yes, me too.' And offering solutions to their problems. Sometimes you need to let the junior find things out for themselves, even if this means letting them fail.
- ✓ A good **sense of humour** helps.

(ILM Edge Magazine)