

LEADERSHIP COACHING AND MENTORING PACK

March 2024

Established in 2006

Welcome to this month's edition.

Rebecca Alexander opens this month's Leadership Pack with a question: **'FEELING DEMOTIVATED AT WORK? IT COULD BE RUST OUT'** "Many of us have had periods where we've felt overworked, over-stimulated and over-tired at work - all the symptoms of burnout. Less well known is rust out - burnout's quieter but equally disruptive sibling. It's not always as obvious as burnout, but it can be just as emotionally exhausting....."

Damian Piper CBE our Resilience Coach shares another insightful article with us: **'A moment to reflect - pressure on our shoulders.'** "There's a lot written and talked about when it comes to taking responsibility for the situations we face. I'm an advocate of that myself. There is, however, a tricky trap which we can get caught out by. I've been working on a couple of projects recently where I've seen a few people getting caught by this. I call this the 'it's all about me' trap....."

From me: **'Do the work you were always meant to do.'** Life is short and as my wife, Joyce, often reminds me, you are a long time at work, so it is important that you are happy doing what you do. So, before it is too late for you to do the work you were always meant to do, here is what to do (if you are not already doing it)

'SELLING COALS TO NEWCASTLE' my article includes **Making a Sale – My Top 12 tips** I wrote this article in 2015 and since then the company I have had the honour to be a Managing Director for has tripled in size.

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.

FEELING DE-MOTIVATED AT WORK? IT COULD BE RUST OUT

Many of us have had periods where we've felt overworked, over-stimulated and over-tired at work - all the symptoms of burnout. Less well known is rust out - burnout's quieter but equally disruptive sibling. It's not always as obvious as burnout, but it can be just as emotionally exhausting. Here's what to know.

Generally, rust out means you are under-stimulated and feel stuck. Perhaps you've been demotivated and listless at work, you're procrastinating more than usual, you're irritable or tearful, and work seems boring and uninspiring. You're not using your skills as much as you'd like, and it's a while since you've learnt anything new. Over time, rust out makes us feel increasingly disengaged from work, and it can affect our self-esteem and mental health.

SPOT THE RUST

Fortunately, there's a lot we can do to stop the rust. The first step is to notice and identify it, whether for yourself, or for someone you directly manage. Once you've realised that you're not being 'lazy' (a common first thought), and that there's a significant reason for why you find yourself clock-watching or feeling low, you can work out your options.

Take a look at what you really enjoy about work. How can you get more of that into your current role? Do you need a new challenge to motivate you, a reworked job description with different responsibilities, more recognition from your boss or peers, to learn new skills?

MAKE A HAPPINESS MAP

If you're not sure what you'd enjoy, a great start is to draw your own job/happiness graph, with happiness and job satisfaction ranked from 0 up to 10 on the vertical axis and your jobs marked chronologically along the horizontal axis, from the earliest on the left to your current role on the far right. Now chart the happiness level for 1-10 for each of your jobs. You can include study, volunteering or holiday jobs and internships, if they feel relevant.

Now look at the peaks and troughs, and for each one, write a few bullet points on why that particular role lit you up or left you despondent.

Some themes should quickly emerge about what you enjoy and what to avoid – keep an open mind as they may not be what you expect. Clients often have fun with this exercise as we find many hidden joy-givers and some unexpected fun-suckers.

Armed with this knowledge, you can spot how it maps onto your current role. What do you need to add – perhaps you need more autonomy, or you'd prefer to be in a bigger team, or you'd like to be managing others. And what do you want to get rid of?

ALIGN YOUR VALUES

Rust out usually occurs when we're not feeling sufficiently challenged or engaged in our jobs. We might feel our work is unrecognised or perhaps it doesn't align with our values, so we question the point of what we're doing.

To counter this, consider whether your values are sufficiently served by your current role, or whether you need to try something different within your organisation. Do you have enough acknowledgement from colleagues and bosses, and if not, how can you address this? Perhaps the whole team needs to reconsider its communication habits and awareness of what each team member brings.

STRETCH YOURSELF

Now think about training or promotion opportunities. Is there something that would be a rewarding stretch for you to learn or try? Ask about development within your organisation – and include colleagues and mentors in your search.

If your organisation can't provide anything, consider what training is available outside of work. There are thousands of courses available in person and online, and you can play with lengths and levels to find one that matches your needs.

Give yourself permission to think about what really engages your interest and provides enjoyment as well as achievement. Could your work cover the costs or give you time off – particularly if the training is beneficial to the business or your team?

Finally, remember that rust out sets in when we feel we're stagnating. Take back control by trying the steps above and disrupt the rust by introducing some forward momentum. Rust out feels unpleasant, but it can be a great opportunity to rethink your job and make it work harder for you.

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A moment to reflect - pressure on our shoulders.

There's a lot written and talked about when it comes to taking responsibility for the situations we face. I'm an advocate of that myself. There is, however, a tricky trap which we can get caught out by. I've been working on a couple of projects recently where I've seen a few people getting caught by this. I call this the 'it's all about me' trap.

There are situations when stepping up and taking responsibility that we can get confused that all the work and or solutions need to come from us as individuals. This often results in our thinking narrowing and our time often being spent in ever decreasing circles of effectiveness. So, what are the indicators of falling into the trap and what can you do to intervene before they get a grip? Here are three common things you might want to look out for:

- 1) We are repeating the same activities with ineffective results
- 2) Over-commitment that your solutions are the right ones
- 3) Lack of connection with others.

Repeating the same things over with ineffective results

Einstein suggested that a theory of insanity is doing the same thing over and over again and expecting a different response. In this context, this applies readily. Failing to make progress with a project and keeping going with the same activities. There's a judgement call here. As sometimes we need to give an approach a chance to work (not everything happens overnight). There is, however, a tipping point. Raising our awareness that we need to use this judgement and do something different is worth practising. This leads to the next indicator.

Over-commitment that your solutions are the right ones.

Like the situation above there's a judgement call to practice here. The judgement call is particularly important when we have responsibility for leading others. It can be incredibly frustrating to work for someone who is constantly changing their mind. That said, if we are overly invested in a particular solution that isn't working, we can find that our ego gets in the way of progress. We can begin to search for all the evidence no matter how small that we are on the right track and get blinkered to all the contrary evidence.

Lack of connection with others

Having the right support team to help you deal with situations is something that is worth your investment. They can certainly help assess your evidence of how things are going. Evaluating where you could have blind spots and or having different creative input is a great place to start. Again, the ego can kick in here. Some people I've worked with describe involving others as a sign of weakness or something someone does when they lack confidence. The critical difference for me is the intent you have to engage different people.

I've been fortunate to work with some work class individuals in business, the military and sport and one of the things that resonate for me is there never-ending quest to involve others to improve situations and performance. I've come to see the ability to keep asking great questions as a sign of confidence and strength. This takes real humility and an open mind. The first thing is to know is who are in your group. And ensure you are actively keeping it fresh.

I've not seen a situation where a leader who carries all their pressures on their shoulders be happy and perform optimally. Think about challenges you might be facing and assess if you've fallen into the 'it's all about me' trap. And perhaps more importantly decide what you could do differently to help. As always, I'm interested in what you do as a result.

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Do the work you were always meant to do.

My stiff shirt collar is chaffing against my neck as I rush to work (I'm late) and through the Victorian Shop Arcade that leads to our offices. Now I am at the end of the arcade, up a few steps, turn immediately right and, as I push through the door, I am greeted by my team. I am the Chief Clerk of a firm of solicitors. This is the field of work I was obviously never meant to enter, as this is part of a recurring dream I have had for many years.

Why a Chief Clerk in a firm of Solicitors? Arriving in Colchester, I still had 7 years to do in the Army (my first career) and I started to imagine that this would be the kind of work I would be doing when I retired from my army career. I thought this would be my future and I started looking into this line of work, but it was work I was not destined to do. I am sure it would have been a good job, but it was not going to get me out of bed each morning eager for work, and it certainly was not going to be another career. It was only in the last year of my military service that I made up my mind up to support people with learning disabilities.

I had fulfilled my boyhood dream of joining the Army and lived that dream for 24 years, could I have another career that would last the same amount of time and perhaps even longer? I needed to find out.

Life is short and as my wife, Joyce, often reminds me, you are a long time at work, so it is important that you are happy doing what you do. So, before it is too late for you to do the work you were always meant to do, here is what to do (if you are not already doing it):

5 Questions to ask yourself.

1. What is it that you are passionate about?
2. Do you want your work to make a difference?
3. What will it take to make you feel fulfilled?
4. What skills, experiences, knowledge, gifts, and capabilities do you have?
5. Do you want a job or a career? Both are good but it is important for your expectations that you know so that what you decide is what you really want to do.

5 steps to take.

1. Volunteer to do voluntary work in your chosen field. It will give you a taster, help you to make a firm decision, and show commitment to those you may work with in the future.
2. Do your research about the work so you don't go in cold. This will help you to see what you are letting yourself in for and, again, shows commitment.
3. Talk to people who have done something similar to what you are considering – what are the highs and the lows - so there are no surprises.
4. Find out what training and qualifications you will need to help you reach your goal. By doing what you can now, it will save time in the future and also will look good on your CV.

5. Find the right organisations that meet your values and aspirations. The work might be what you are looking for, but the organisation might not be the right fit for you.

1 Take Away

For my older readers, it is never too late to do the work you were always meant to do. A few years ago, I came across an article from one of my boyhood football heroes (David Craig) a full back for Newcastle Utd during the late 1960s and 1970s. David had been a businessman too and he had become involved in supporting people with learning disabilities in his sixties as a support worker. He described how fulfilling it was and wished he had done it earlier.

Summary

I hope these tips cover any field you might consider your dream job, but if you are looking to do what I have loved doing for the last 28 years, send me a message and I will point you in the right direction, or, alternatively, you could have a look at my organisation's website

www.thera.co.uk

Steve Raw www.leadershipintheraw.org

“Bad news isn't wine. It doesn't improve with age.” Colin Powell

Dickens and I

Time to read: “70 Seconds...70 Seconds”

Dear Steve

Dickens and I

At NL we love inspirational stories – please send yours to us at info@nakedleader.com

This story was told to me at a briefing for an event – it is shared with permission:

“Dickens was a South African grey parrot. I had owned him for four years, over which time he built up a vocabulary of about 250 words as well as learning the first part of the Kurt Weil classic Mack the Knife.

We were as close as any pet owner can be with their companion. He used to impersonate me, copying a phrase I use with my daughter – ‘hello baby.’ He even mimicked me whispering when I was going out to work in the early hours ‘bye, bye’ – yes, he would actually whisper to me to avoid waking up my family! He also knew when I went away overnight. He seemed to miss me and would show his upset by pulling out

his feathers.

Over Christmas I was away for two weeks on a trip to his homeland, South Africa. This was a longer absence than usual, and Dickens became upset, pulling out more feathers than normal. I was getting updates from home as Dickens grew even more distressed.

My wife and daughter did not know what to do – I would even talk to him down the phone! I did this when no-one else was near to me, of course!

It was all to no avail. Dickens lost his appetite. My family took advice, refusing to be spoon fed he stopped eating and became very weak.

One evening towards the end of my stay, I got a call from home. Dickens had passed away.

My logical voice kicked in and said “it was only a parrot.”

And then I heard what had happened – goodbye logic.

Dickens had fallen so ill and weak that he could no longer sit on his perch. My family placed him in a box so he could sleep and possibly regain some strength. As my daughter passed by his makeshift bed of soft tissues, Dickens suddenly stuck his head over the box, looked at her and whispered ‘hello baby.’

Then he closed his eyes, and he died.

I share this story for everyone who has ever known the love of an animal.”

Carl Daeche

Thank you Carl

David

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www.davidtaylorblog.com

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

YOUR ROUTE TO THE TOP

BECOME A BRAVE LEADER

Feel the fear. Helen Keller once said: 'Life is either a daring adventure, or nothing.' Courageous leaders experience as much fear as others; they just don't let it paralyze them. Replace 'I can't' with 'I will.'

Say it like it is. Authentic communication can be a challenge, especially when the message is tough, or you don't believe in it. But what people want is the truth. This doesn't mean being perfect, it just means doing your best to be real, warts and all.

Have hope. Randy Pausch, a professor at Carnegie Mellon University, was diagnosed with pancreatic cancer. His last lecture could have been a depressing experience; instead, it was life-affirming. Look to the future, no matter how turbulent the current circumstances. As Pausch himself said: 'Brick walls are there to remind you how much you want something.'

Talk to yourself. Challenge your catastrophic fantasies. Give answers to your 'what ifs?' Scrutinise any unhelpful thoughts.

Don't give up. From M&S's Sir Stuart Rose to Pret's Julian Metcalfe, turnaround champions and entrepreneurs alike agree on one thing: persistence lies at the heart of success.

Stand tall. In a world of consensus-building and endless collaboration, brave leaders inspire their followers with decisive action. To be brave is to be in control. Put an end to dithering and offer clear direction to your team.

Live a vital life. Great athletes tend to project enormous vitality. So do great leaders. Create an infectious mood and win over the cynics – as well as invigorating the evangelists.

Be humble with success. In his book '*Good to Great*' Jim Collins demonstrates a negative correlation between the fame of a CEO and their business performance. Ask for honest feedback, let others shine and selectively share weaknesses. Top leaders build enduring greatness through professional will and personal humility.

'The Mind Gym: Give me time' is published by Time Warner Books

"Each generation imagines itself to be more intelligent than the one that went before it, and wiser than the one that comes after it." George Orwell

Jack Cranfield – CRANFIELD'S CAN-DO WISDOM

When you always tell the truth people trust you. When you do what you say, as promised, people respect you. When you make others feel special, people like you."

"Rejection is really an illusion.....If I apply to Harvard and I don't get in, I wasn't in Harvard before I applied, and I am not in after I applied. It didn't get worse. It stayed the same."

“Give yourself permission to be awkward. Anything you want to learn; you are going to be awkward at it at first. Give yourself permission to be a beginner, a learner.

“There is only one person responsible for the quality of the life you live. That person is you. If you want to be successful, you have to take 100 percent responsibility for everything that you experience in your life. This includes the level of your achievements, the results you produce, the quality of your relationships, the state of your health and physical fitness, your income, your debts, your feelings – everything!.....You have to give up all your excuses.”

“When you express your passion and enthusiasm, you will become a magnet to others, who will be attracted to your high level of energy. They will want to play with you, work with you and support your dreams and goals. As a result, you will ultimately get more done in a shorter period of time.”

“One of the most powerful ways to learn anything is to teach it to others. It forces you to clarify your ideas, confront inconsistencies in your own thinking and more closely walk your talk. But most importantly, it requires you to read, study and speak the information over and over again. The resulting repetition reinforces your own learning.”

“Joy is your internal guidance system. It is your very own personal internal feedback device. If you are feeling excited, happy and joyful, then chances are that you are on the right track, living in alignment with your personal truth. If you are feeling depressed, sad or miserable, your probably are not. It’s as simple as that.”

Jack Cranfield holds a Guinness record for having seven books on the New York Times Best Seller list at once in May 1998 (extracted from USA’s Success Magazine)

“He who has a ‘why’ can bear any ‘how’.” Friedrich Nietzsche

Finding a Why: <https://leadershipintheraw.org/2016/01/11/finding-a-why/>

KNOWING WHEN YOU’RE WRONG

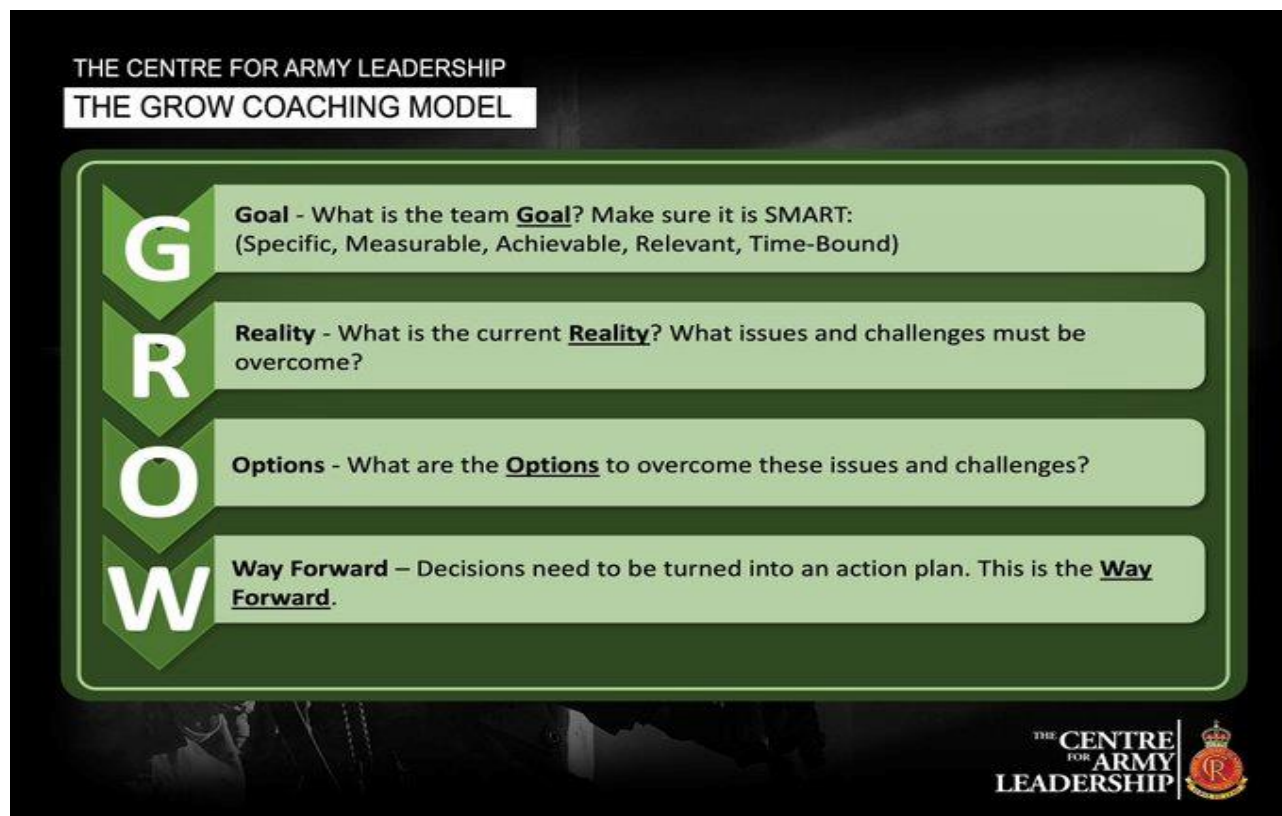
- Take a step back. Do you feel defensive? Emotions will cloud your judgement.
- Explain your argument in three sentences to an impartial person.
- Does it sound reasonable?
- Look for the common dominator. If you’re always right and constantly disagreeing with people, maybe it’s you.
- Don’t selectively 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

Coaching & mentoring skills

The GROW Model (Goal, Reality, Options & Way Forward) provides a sure-fire coaching framework to support others in identifying problems, exploring possible solutions and committing to positive action.

Is this a model you have used to support your teams? How effective do you think it is?



MY FAVOURITE TOP 3 PRESENTATIONS FROM Ted.Com

Feiles Wicker-Miurin Learning from Leadership's missing manual

Leadership doesn't have a user's manual, but Fields Wicker-Miurin says stories of remarkable, local leaders are the next best thing. At a TED salon in London, she shares three.

http://www.ted.com/talks/fields_wicker_miurin_learning_from_leadership_s_missing_manual

Drew Dudley – Everyday Leadership

We have all changed someone's life -- usually without even realizing it. In this funny talk, Drew Dudley calls on all of us to celebrate leadership as the everyday act of improving each other's lives.

http://www.ted.com/talks/drew_dudley_everyday_leadership

David Logan – Tribal Leadership

David Logan talks about the five kinds of tribes that humans naturally form -- in schools, workplaces, and even the driver's license bureau. By understanding our shared tribal tendencies, we can help lead each other to become better individuals.

http://www.ted.com/talks/david_logan_on_tribal_leadership

“In three words I can sum up everything I’ve learnt about life: It goes on” Robert Frost

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

SELLING COALS TO NEWCASTLE

(I wrote this article in 2015 and since then the company I have had the honour to be a Managing Director for has tripled in size)

SELLING COALS TO NEWCASTLE – PART 1

I recently heard an interview on the subject of 'Sales' from a leading business executive telling me that each member of my company, no matter what their role within the team, is involved in Sales. The big surprise for me was when the interviewee said that as a Managing Director for www.dosh.org 95% of my time should be devoted to sales! I am not sure about that percentage, but I do know being responsible for a company who want to grow (and grow quickly) I do need to focus more of my time, skills, and knowledge to making a sale - preferably a big sale!

Last year my key learning & development as a manager was in 'Marketing', especially 'Social Marketing', so for 2015 it is going to be about Sales. This is what I have learned so far:

Making a Sale – My Top 12 tips:

1. A Sale is not a Sale until someone starts to pay for your service. Until then it is just a referral.
2. Sales tips learned from Apple and Steve Jobs: Don't compete on price, compete on Value. Apple computers are expensive, but most people want them for the status and their quality over much cheaper models. Now you just need the ability to translate your Value into Price.
3. Know your product: What makes your product different to your competitors? Make it relevant to the people you are selling to. Could your customer be missing out if they don't have your product? Communicate with Passion.
4. Presentations are pointless without the right people present: Find out who holds the budgetary power and make sure they are at the table. When you get to that table also identify the 'doubter' - the person who might be against your sales pitch then try and win them over.
5. Use charm: While you are setting up for your big presentation share something about yourself, it could be a hobby or something not connected to your sale, but it puts people at ease and shows you are personable. Be enthusiastic but not pushy.
6. Small talk reveals big issues: As you settle, ask questions to gather facts about their business, motivations, and challenges.
7. If you are asked to deliver a presentation about your service/product, how about starting your presentation (or stopping the conversation) by asking the question why they have approached you – have they done it for a particular reason? So, find out what they see as your unique selling point then focus on that during your presentation – you will save everyone time.

8. For your presentation: Gather facts and data to support your offer. When presenting, get straight to the point, be succinct by avoiding jargon; make eye contact; memorise and try not to read from a script.
9. Present your ideas as a starting point: Do not depend on your prepared presentation. Close the laptop, turn off the projector and then start a conversation; find opportunities for mutual gain to seal the relationship.
10. Honesty: Don't promise something you can't deliver. Your company's image and reputation is priceless. Your 'Brand' is the relationship you have with your customer. Protect it at all costs.
11. Dig deep: Explore both parties' interests in detail. What are their fears? What can you do to take them away? Be the solution!
12. Present the deal and then throw in something extra for free (added value that your competitors may not have thought of).

A takeaway from this post:

- There are 3 things you need: Likeability (a winning smile, a good handshake, appropriately dressed), Integrity and a Quality product.

Source: Steve Raw on www.leadershipintheraw.org

Managing Director for Dosh Ltd

www.dosh.org