

## Advise

Ways of strengthening this voice:

1. Reflect on what you would say, and how you would say it, if for some reason you were unable to do the work that is currently on your to-do list. How would you guide someone else through what needed to be done?
2. Make it a routine part of your meetings with those who work for you to determine what help they need from you, in order to develop their own capabilities and effectiveness.
3. Get professionally trained in some coaching or mentoring techniques. Become a coach or mentor, formally or informally, for others.
4. Identify, either through personal reflection or by consulting colleagues, the areas in which you have a particular depth, breadth or quality of experience and know-how. Look to share your distinctive expertise to the extent that it helps to steer discussions in a more productive direction.
5. Think about the big issues that your own managers (or clients or colleagues) are facing. Assume that you might at any time be asked for your advice. Prepare yourself to give it.