

**Coaching Tip:**  
*Even Tiger Woods Has a Coach*

Great athletes know that in spite of their individual prowess and knowledge of the game, they still need a coach to help them create consistently better levels of performance. Great executives also know that they need a coach. The old notion that coaches are only for those executives with problems is just that—an old, outdated notion.

**Coaching Tip:**  
*When a Request Goes Unheeded*

When a person fails to deliver on your request, it's tempting to withdraw emotionally from the situation, become irritated, or even do the job yourself. None of these is good management. A better way to achieve the goal is to:

- Review the importance of the task, ask if the person needs any help, and clarify the deadline and any other delivery parameters.
- If still not delivered, inform the person that they missed the deadline/parameters and explain the difficulty that their action has caused you and others.
- If still not delivered, inform the person in writing of the seriousness of their default.

Normally the above is enough; if not, consider that the job you have assigned may not be appropriate for the individual.

**Organizational Tip:**  
*Consider ALL Elements When Assessing Organizational Effectiveness*

There are many fads and fashions for assessing organizational effectiveness and efficiency, according to Warner B. Wims, Ph.D., President of WBW & Associates. But the basics remain the same: ensure that you consider the context and interrelationships between ALL of the key elements determining performance, as shown by the following model (*sample questions for conducting an organizational assessment may be found at [wbwassociates.com](http://wbwassociates.com) in the Articles and Presentation section*)

**WBW & Associates Model for Organizational Assessment**



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## Organizational Tip: *Identify Competencies*

Why is it important to identify competencies (the knowledge, skills and abilities associated with each position)? Because they articulate the attributes, characteristics or behaviors required in order to achieve goals and add value to the entire organization.

Competencies also give you a way to distinguish the outstanding performer from the average performer. This information is crucial for succession planning, performance management, and communicating expectations. (*See sample competencies at [wbwassociates.com](http://wbwassociates.com) in the Articles and Presentation section.*)

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## Coaching Tip: Being Concise Reduces Time and Increases Impact

Empower your words by being more concise. Gain the benefit of saving time as well.

- Take the time to think through what you want to communicate.
- Set time limits for yourself and others.

(Even on a personal level, which is more impactful: “I love you,” or a string of words trying to say the same thing?)

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## Coaching Tip: *Small Talk Is Not So Small*

People are often uncomfortable making small talk, although doing so adds to your enjoyment of the situation while it enables you to build rapport (and increase effectiveness) with others. For certain jobs — e.g., sales, business development — small talk is an essential skill. Small talk is really not small after all.

The fundamental requirement is having a genuine interest in others and the willingness to stick your neck out a little. Here are some small talk techniques:

Set a space for small talk by making eye contact, smiling, giving your name, and using the basic technique of open-ended questions. For example, “Tell me about \_\_\_\_.” “What brought you here?” “What is your history with \_\_\_\_?” “What got you into \_\_\_\_ (their field of business)?” “What’s been going on with work?” “How did you two meet?” These are questions that ask people to describe something rather than to give a yes or no answer. Moreover, they indicate your genuine interest.

The physical environment—such as the other person’s office or home—also provides a treasure of information for you to ask about (e.g., hobbies, family members, travel, or art interests).

Your goal is to encourage the other person to do most of the talking. If the other person also has that goal, your enjoyment of the conversation will be heightened. Still, you don’t want the other person to do ALL of the talking. This may diminish your interest, and it will prevent the other person from learning about you. (And ironically, if you are self-revealing, it will encourage the other person to be self revealing as well.)

Ultimately, your interest must be genuine. If you are not genuinely interested in people, you will not be good at small talk regardless of the techniques you employ. People are, in fact, interesting! And in turn, you make yourself more interesting by discovering what is interesting in others.

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## How to Handle a Team Member Who’s a Headache

- Attempt to understand the real interests underlying their actions and words. Address those issues as opposed to the surface issues.
- Ask if you are doing anything to contribute to the problem.
- Describe their unwanted behaviors to them in terms of the impact on others as well as the impact on your business.
- Consider if personal style or other differences are getting in the way. Seek to understand how different styles have value.
- Tolerate honest mistakes.
- Encourage and acknowledge improvement.

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## Speaking Topics offered by WBW & Associates

In addition to consulting to organizations in the areas of leadership, executive coaching, teamwork and organizational effectiveness, we also address groups on these issues. Here is a partial list of topics:

- Team Effectiveness & Team Headaches
- Characteristics of Most Effective Organizations
- Coaching Others
- Coaching Yourself
- Principles of Leadership
- Adapting to Change
- Resolving Conflicts
- Executive Development