



Success Strategies

Tips for Leadership and Organizational Transformation

Spring 2000

Organization Effectiveness Tip: *Growth, Like Gravity, Can Weigh You Down*

As organizations grow, they tend to become more formalized and fragmented because of added hierarchy and divisions of labor. This makes it harder to sustain:

- strategic focus, communication and coordination
- a high level of competence and performance
- flexibility, quick-footedness and innovation

Harder, yes, but not *impossible* to sustain, or even improve. Anticipate these challenges and vigilantly embed practices which will serve as a counter-weight to the dissolution of effectiveness. Identify success measures and then create structures, systems and processes for designing and implementing change while maximizing creativity and flexibility.

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Questions CEOs Need to Ask During Rapid Growth

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Whether you are CEO of a fast growing start-up or dot.com, or head of a fast growing unit of a larger enterprise, our work with CEOs indicates that these are the questions you need to ask:

- 1) Is my expenditure of time making best use of my capabilities and the priority needs of the business? Or do I need to change the way I spend my time?
- 2) Am I trying to grow too fast – sacrificing quality, people, products, customers, investors, supporters? Do I need to create a more flexible plan?
- 3) Am I still in touch with the issues that employees and customers are facing? What can I do to stay in touch?
- 4) Am I attempting to hold on to too much control? How can I make the best use of the leadership capabilities of others?
- 5) Are my vision, values and strategy being communicated throughout the company? How can I ensure that this happens?
- 6) Where might I need more structure, standards and procedures to manage and maximize the benefits of growth?
- 7) Am I allowing original loyalties to stand in the way of what is best for the business? Do I have the best talent available to grow the business and be successful long-term?
- 8) How is the original purpose of the company shifting? Should it shift?
- 9) Do I still feel passion for the work I am doing, or is it time to turn elsewhere? What really ignites my interest, and how can I find it in my own company or elsewhere?

Teamwork Tip: Team Leader Selection Checklist

The most effective team leaders are those who can: ✓

Inspire others	
Model effective teamwork	
Facilitate group discussion	
Build relationships	
Resolve conflicts	
Coach members to see new possibilities	
Plan, organize and coordinate activities	
Encourage participation and involvement	

Coaching TIP:

When Feedback Hurts

It is nearly impossible to live a life or work in an organization without experiencing feedback about ourselves that bothers us in some way. Highly effective individuals, although perhaps hurt by the feedback, find it to be a tremendous learning opportunity.

When feedback hurts:

- Acknowledge both the content of the feedback and the feelings it generates in you. Don't feel guilty or ashamed for having these feelings. Let go of what you would have preferred to receive as feedback. Does your response indicate a pattern in how you respond to similar feedback? Let go of the past.
- Consider what the others' point of view might be. Ask questions of yourself and others to validate and gain full understanding.
- Finally, make a list of constructive actions to address the concerns raised in the feedback. In doing so, you will feel better, grow faster, and be more effective and admired.

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www.wbassociates.com

Download advice about coaching, leadership, team and organization effectiveness; and review information about WBW & Associates.

Coaching Tip: Manager as Coach

Coaching skill is a subset of management skill. Sound management involves planning, organizing, providing technical knowledge, and giving direction. Coaching is that part of management that does not involve *telling* people what to do as much as it involves *helping* people to see what they need to do for themselves.

In this way it can be a challenge to put on the "coaching hat." Coaching is a highly motivating, encouraging and lasting approach since individuals being coached are more aware of their choices and, as a result, take responsibility for their own development and are more committed to change.

Coaching Skills for Managers:

Partnering. Partnering involves conveying a sense of mutual respect. Partnering acknowledges that you, as coach, may not have all of the answers, but you provide an opportunity for others to clarify their thinking and needs.

Listening. Be careful about your selective listening ("hearing what you want to hear") and be sure to convey that you are in fact listening (e.g., paraphrasing what you heard). Listening may also require that you not talk nearly as much as you normally would. Listening deeply involves hearing—not just the actual words, but hearing the individual's interests and concerns behind the words.

Providing Feedback. Focus on behaviors when providing feedback – remember that you are acting as a coach, not a psychologist. Address both strengths and needs, not just one side of the equation. Help the individual to zero in on specifics.

Developmental Planning. Don't just wing-it. Clearly identify developmental goals and create an action plan.

Encouraging/Motivating. As a coach, your role is to stimulate the desire to learn – not just tell people they need to learn.

Challenging. While being encouraging and motivating, you must also help individuals to challenge themselves. For example, help them to envision specific, measurable levels of achievement that stretch beyond what they previously thought of achieving.

Self-Evaluating. Be self-aware of how well you are doing as a coach. In fact, occasionally ask the person you are coaching how you are being helpful.

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