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Coaching Tip: *Becoming Emotionally Aware*

To become emotionally aware, recognize your emotions and the impact they have on others. Know when your emotions are disruptive, and which ones need to be managed for the sake of yourself and others.

Understand that our emotional reactions are not solely based on current circumstances, but past events. Sort out the past from the present to react most appropriately to the situation currently in front of you.

Individual effectiveness involves constructive learning from even the most unpleasant emotion.

Jealousy, for example, may give us insight into our insecurities; anger may give us insight into what hurts the most or impinges on our boundaries.

Whether we feel hurt, anger, jealousy, or joy, emotions serve a purpose. They instruct us. Emotions should be neither ignored nor judged as good or bad, but rather fully felt and appreciated.

Leadership Development Tip: Succession Planning

Succession planning should be simple and highly focused, otherwise the value gets lost in the process. Some key principles of a successful succession process from Warner B. Wims, Ph.D., President of WBW & Associates:

- Focus on successors for strategically critical jobs only. It is better to have a substantial conversation about a few people than a cursory conversation about many.
- Revisit the evolving requirements and competencies of the job. Remember, you are not replacing the person; you are planning a replacement for a job that is in a state of evolution. So ask the question, "What do we want this job to be in the future," and plan a successor for that future job-- not the job that currently exists.
- Conclude with highly specific action plans which you review quarterly. Weak follow-up is a major reason for emaciated succession planning.
- Create developmental assignments for the expressed purpose of developing key successors.
- Communicate the learning and results of the process immediately after and throughout the year. For example, one company we work with highlights the value of the process in their newsletter whenever a major move occurs.

Organizational/Coaching Tip: Resolving Conflicts

- Discern the true source of the conflict. Frequently, unclear, dormant or unspoken issues need to be brought to the surface.
- Raise consciousness about how each party is contributing to the conflict. Consider the impact of assumptions, values, beliefs, preferences, behaviors, etc.
- Raise consciousness about larger system issues that may be contributing to the conflict. Consider the impact of role/goal definition, procedures, processes, etc.
- Help the individuals involved to understand the other person's perspective and needs.
- Help the individuals to achieve emotional and behavioral self-awareness and management.
- Help the parties to seek common ground and to determine alternative ways to meet their needs and resolve the conflict.
- Guide the parties in the development of new behaviors.

OVER

CONTACTING US:

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Coaching Tip:

Maintaining Relationships

The quality of our life is in direct proportion to the quality of our relationships, beginning with the relationship we have with ourselves and extending out to include those we have with others. Indeed, a “successful” life is best characterized by successful relationships, certainly more than material possessions and wealth. As changes and problems arise, maintaining relationships as a parent, spouse, friend or manager is often a challenge. One clue to maintaining quality relationships when problems arise is to work toward seeing the problem as the issue, and not the relationship.

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

Organizational & Individual Change Tip: Universal Principles

For organizations, significant change may be a major business turnaround, a reorganization, or a culture shift. For individuals, it may be rearranging priorities, overcoming a difficult event, or creating a more satisfying life. Regardless of the nature of the change, it will be affected by a common set of universal principles. The chart below offers tips for using those principles to best advantage.

Change Principle	Organizational Change	Individual Change
Power	Individual with the greatest power (e.g., CEO) must be directly involved.	Individuals have the greatest power when it comes to self-change. Any self-change is within your power.
Current State	Bring dissatisfaction with the current state to the surface. Develop a clear image of the future state.	Face what is wrong with your current personal situation, then create a clear image of what you want.
Proactivity	To be effective, change must be proactive, anticipatory, and planned—not reactive.	Take control of your environment, or it will dictate your fate.
Participation	Obtain the appropriate level of participating in planning and implementing the change.	Self-change should not be an isolated journey. Seek support from others; joint exploration accelerates development.
Feedback	Obtain feedback about the progress of the transition.	Periodic observation, correction, and recognition from others is very valuable.
Realignment	Realignment must occur among the organization’s culture, vision, goals, core strategies, systems, structure, tasks, and rewards.	Personal change makes people feel out of sync. Creating alignment among personal vision, goals, priorities, affiliations, activities, and sources of reward will help.
Setbacks	Change is not a smooth upward curve. Setbacks are normal.	Be prepared for setbacks. Manage them by reaffirming the desired future state.
Rewards	Reward desired behaviors during the transition, rather than waiting until the change is complete.	Avoid being too hard on yourself and failing to recognize the progress you are making.