

### **IN THIS ISSUE**

- Networking Tips
- Importance of Trust
- The Coaching Balance
- Importance of Adapting

### ***The Importance of Trust***

Your ability to gain trust and to trust others is essential to success at any of life's endeavors. Many relationships, both personal and professional, derail when this simple yet profound value is underserved. Consider both how you go about gaining trust and how you can increase your capacity to trust. Acknowledge the importance of this value, and you'll be well on your way to achieving it.

### ***Doing the Task is Only Part of the Job***

It is not enough for an employee to simply do their assigned task well. Also important are the values they bring (e.g., team player mentality, honesty, fairness, genuine concern) that contribute to others doing their job well.

### ***Networking Tips for Business and Career***

Warner B. Wims, Ph.D., President of WBW & Associates, was recently invited to speak with a group in New York on the subject of networking for business and career purposes. Here are some of his key points:

- Networking involves a full range of activities. It is more than simply meeting lots of people. It requires discipline, fortitude, and tenacity.
- "Run for office." Reach out to people wherever and whenever you can (e.g., at a wedding, at a party, at an industry event, when people visit your office). If making small talk is hard for you (see the Fall 2000 newsletter at [www.wbwassociates.com](http://www.wbwassociates.com)), keep in mind that what makes small talk effective is having genuine interest and asking open-ended questions that encourage the other person to open up.
- Have genuine interest. People who are best at networking genuinely find people interesting. Everyone has a "story"— something interesting about themselves to share — and they will share it if you are a good listener (see the Winter 2001 newsletter on Listening Skills).
- Keep a database. You need some reliable way to store names and addresses as you collect them (e.g., DesktopSet, Palm or Outlook software). Along with the contact information, note where you met the person and anything else about him/her that is distinctive (e.g., a hobby or interest). Refer to this during future contacts.
- Follow up — or disappear. Follow up with the contact at least once shortly after the meeting (e.g., via an email or short note). Otherwise, you will become a vague memory. A note also communicates that the encounter was important to you. Months later, follow up again with something that reminds the person of who you are.
- Think long-term. Don't expect your networking to pay off in the short term (although if it does, that's great). Some of your best payoffs can be years after you met the person.
- Invest \$\$\$\$. Be proactive and expect to invest time and money by taking people to lunch or traveling to where they are (to attend a conference, for example).
- Don't ignore "turkeys." What you might consider a "turkey" (i.e., a dead-end contact) may in fact be a good lead, or may know someone who would be a good lead. Cast your net widely and try to avoid underestimating people's future importance.

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## *Networking, con't.*

- Carry cards. This can be your business card or, if you are out of work, a simple card showing your name and contact information.
- Give and you shall receive. Helping others by making a contact, giving them a book relevant to something they mentioned, or assisting in any other way, is a very effective way to be remembered by someone you may want to call on at a later date.
- “Ask for the business.” Don’t be hesitant about asking people for help. It may not be appropriate, or most effective, to ask them the first time you meet. On the other hand, don’t delay forever asking for a meeting, a contact, or some other kind of help. When you do ask for help, don’t convey that your interest in the person is solely because you want something.

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## **To Survive & Prosper, Adapt**

Just as adaptation in nature is paramount to the very survival of the species, being adaptable within organizational life is also key to survival and success. While it is important to stand for certain principles, it is equally important to be open to modifying your strategy and tactics. Adapting your communication style to different audiences, and adapting your management and relationship style to different individuals, is just as important.

Successful professionals know this instinctively: managing your flexibility is paramount to organizational success.

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## **The Coaching Balance: Challenging vs. Supporting**

When coaching, you must find the proper balance between challenging and providing support. The coach needs to challenge the individual to consider alternative viewpoints regarding behaviors and approaches, and alternative assumptions they have about themselves and others. At the same time, the coach needs to develop a supportive, encouraging relationship with the coachee. When you are in a coaching relationship, make sure both sides of coaching — challenging and supporting — are balanced.

### ***Tips for Challenging:***

- Challenge whether the individual is taking responsibility for results and not just blaming others.
- Show the linkage between his/her actions and the consequences. Ask the individual for specific ideas on what he/she can change that will lead to new results.
- Help the person see different ways of perceiving the situation. Shift fixed perspectives on what has happened. Brainstorm alternative interpretations of the situation. Question assumptions about “reality” and about the role of others.
- Clarify how habitual patterns of behaving represent obstacles that stand in the way of desired results.

### ***Tips for Supporting:***

- Help the person realize that learning is a process that takes time, and that mistakes will be made.
- Acknowledge and praise recovery efforts when a mistake is rectified.
- Recognize progress and accomplishments toward goals.
- Give real-time, constructive feedback when possible, or de-brief as quickly as possible after important meetings, presentations, and interactions.