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COACHING FOR RESULTS

IN-TO-ME-SEE (INTIMACY)

The word “intimacy” stems from the Latin :Intermatis” meaning to make something known to someone else.

In its original meaning, intimacy did not mean emotional closeness, but the willingness to pass on honest information.

People who understand each other intimately waste less effort.

If you want to become an effective leader, what, specifically, should you do to make that happen?

Hundreds of leadership books purport to answer this question. Broadly, the research, thinking, and writing about leadership can be divided into two camps. One camp holds that leadership is all about behavior and that if you want to excel, you should learn and replicate the key behaviors of good leaders. The other camp holds that leadership is all about character, values, and authenticity and companies that adhere to this view focus on transmitting company values and orienting leaders to the right way to do things.

Both approaches are valid - and incomplete.

Consider that in recent years the leadership development industry has exploded. With the increase in training programs and knowledge about this subject, logic dictates that we should be doing a better job of meeting the organizational demand for talent. In fact, most

organizations bemoan the dearth of "ready now" leaders with maturity, judgment, and skill.

What's missing?

Leaders who do not succeed tend to be people who lack self-awareness. Daniel Goleman has made this basic truth clear by describing the importance of emotional intelligence as an important component of effective leadership.

High-performing leaders are aware of their strengths *and* their weaknesses; they "talk" and think about their limitations and failures and try to learn from them. They see themselves as continuously learning, adapting, and responding to both positive and negative circumstances. Most important, they are highly conscious of their feelings and behaviors as they move through life, including personal and professional experiences: losing a job, being promoted, changing companies, mourning the death of a loved one, dealing with a divorce, and so on.

These experiences have an impact on leaders, just as they do on all of us. If you go through them with your eyes-and your mind-closed, you diminish your own development. If you go through them consciously and are open to the lessons they hold, and can share them, you dramatically increase the odds of being a consistently effective leader.

Ineffective Leadership Development

Most organizations, of course, don't look at leadership development from the perspective of experiences. Because of intense competition and the need to build a pipeline of leadership talent, many companies have recently begun to recognize the value of coaching and of conducting 360-degree assessments, as well as other self-awareness-building tools. But companies are still intensely results-driven. Leadership development tends to focus on outcomes, behaviors, competencies, cases, and skills. The reality of leadership is denied, including its self-questioning, its self-doubt, **even its vulnerability**. Every day, we encounter messages equating strong leadership with certainty, firmness, and the absence of self-reflection.

Explicitly or implicitly, most companies discourage people from talking about their problems or seeking help as they navigate some of the most important circumstances that affect their lives as individuals and as leaders. People may talk to their boss or coworker about the demands of work, company politics, conflict, unmet expectations, or inadequate performance. Or they may discuss specific issues that were pointed out during a performance review. But the discussions usually stay focused on action rather than *feeling* on how they can solve the problem rather than face the underlying issues with which they're wrestling.

Similarly, in the senior ranks of most large companies today, discussion of significant personal experience remains a taboo. People experience all types of traumas in their lives

that shape their outlook as well as their character and commitment. And they are expected to suppress discussion of these events at work. Only through coaching senior executives have we discovered how significant these personal passages can be and how much they affect, actually even shape, leadership behavior. The result is that people sit on their feelings and separate their leadership role from their private self. Invariably, this chasm is projected into the work environment, creating a perception of inauthenticity and even distrust.

Working through the significant passages of life and career requires time and space for reflection, and companies generally don't allow people this time and space. Consequently, they persevere through these passages oblivious to their impact. If they fail at work, they deny culpability. If they feel terribly sad, they force themselves to be relentlessly upbeat, optimistic, and confident.

Although this may look like effective leadership, it comes with significant costs. When leaders aren't in touch with who they are and what they feel, they are ineffective as leaders. They do not convey passion, power, or persuasion. They may reject feedback, fail to see the negative consequences of their actions, respond poorly to stress, or miss important relationship signals from others. Perhaps most significantly, they don't deal well with change. Only when people know themselves, acknowledge their experiences and feelings, and confront their humanity do they demonstrate resilience and the capacity to adapt.

For our Melbourne Clients

You are invited to:

BLN Bayside

Breakfast /Workshop

May 5th, 2005



One of the key attributes of an effective leader is the ability to bring out the best in those around them. Our guest speaker for our May Breakfast and Workshop, Lisa McInnes-Smith, has been mentoring work groups, young adults and industry leaders for over 15 years. Lisa has selected the key elements from her vast experience, and prepared a presentation and workshop specifically for BLN Bayside, called:

MENTORING - EXPANDING YOUR INFLUENCE

Our special session with Lisa will show you how to multiply your effectiveness in your business and personal life through releasing the talents of the people around you. Your personal growth will increase exponentially as you apply Lisa's simple steps to bring the best out in others.

Networking Breakfast

\$55.00

What will you get out of this breakfast?

- An understanding of why mentoring is an essential tool for every successful leader.
- Three strategic steps to effective mentoring.
- How mentoring leads to better management.
- Network with local business leaders.
- A sumptuous breakfast.

Following the breakfast ...

Business and Life Development Workshop (2½ hrs)

\$80.00

What extra will you learn in the workshop?

- How to establish real connection with those around you.
- How to identify and release the gifts of others.
- How to build belief and esteem in others.
- How to help others generate solutions to their challenges.
- The art of mining for good in every situation.
- How to establish character and integrity in relationships.
- How to become worthy to be invited into other people's private space.
- The importance of avoiding comparison.
- When and how to let go.
- The power of hope in desperate situations.
- The art of celebration.

**MOST BENEFIT will be achieved through attendance at both
The Breakfast and the Workshop.**

**THIS MONTH ONLY – Breakfast and Workshop –
Book in NOW**

\$120.00

If you would like more details

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This year “The Year of Breakthrough”

