

LEADERSHIP
TIPS
July, 2021



The Consulting Team, LLC
Facilitating Positive Change

More Coaching Success Stories

Part 2



Hi Friends,

We are so excited that we have launched our new website www.theconsultingteam.com/. It has numerous resources including 50 business articles and our past "Leadership Tips." Let us know what you think about it. We'd love your feedback.

Individual and team coaching are key tools in times of constant change and transitions. We have found that a combination of these two processes can reduce stress and conflict. Through [coaching](#), each leader or team get a neutral facilitator who can offer a fresh perspective. It gives everyone time to reflect, to try some new tools and approaches, and to feel deeply supported.

We hope you enjoy these examples and come away with some ideas you can implement. We'd love to work with you and match you up with one of our six coaches. A good fit is essential.

Thanks too for joining us for our monthly mini trainings. See items 2-4 below.

Best,
Dr. Marilyn Manning
(650) 965-3663

P.S. Our new website was designed with you in mind: <http://www.theconsultingteam.com/>.



Craig

Kathy

Susan

Marilyn

Richard

Victoria

Stewart

In this issue of *Leadership Tips*...

1. Article: Accelerate your professional growth with coaching
2. Tuesday July 13 Zoom mini-training: [Managing Difficult Behaviors at Work and Home](#), 1:00-1:30PM Pacific (No Charge)
3. August 10 Zoom mini-training: [Making Powerful Agreements](#), 1:00-1:30PM Pacific (No Charge)
4. September 14 Zoom mini-training: [Putting Off Procrastination](#), 1:00-1:30PM Pacific (No Charge)
5. Our new website's new on-line trainings: www.TheConsultingTeam.com



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Accelerate Your Professional Growth with Coaching

Coaching Success Stories

This month we continue to spotlight some recent coaching successes to underscore the profound impact 1-on-1 and team coaching can have in professional and personal transformation for our clients.

Some coaching is in response to current issues, emerging problems, or new circumstances. Other coaching arises from a desire to deepen professional expertise, address blind spots or add new approaches to an existing skill set. In each case, the coach facilitates positive change for the client.

Improving Morale by Walking Around

We were asked by management to coach a highly regarded manager who was becoming increasingly estranged from his direct reports.

Despite his “open door policy” there was evidence that communication had broken down. He had lost the confidence of his direct reports.



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After administering an EQi360 (Emotional Intelligence assessment) to better understand his tendencies and overall characteristics, we began coaching the executive. He claimed that his team liked and respected him and that morale was good. He praised his staff to us and was proud of his open-door policy. But we found that nobody was taking advantage of it. Quite the contrary; team members indicated they only saw him via phone, after a Zoom meeting, or during his one-on-ones. Then he’d only address things he thought they were doing wrong. So they kept their head down and held their breath in their interactions with him.

Our coaching encouraged him to focus more on recognizing the things his people were doing right and praising them for it. And since they weren’t coming to him through his open-door policy, he should practice MBWA, (management by wandering around) to build the morale of his under-appreciated staff.

We helped him become a “praise” dispenser to express his appreciation aloud and at meetings as well as in 1-on-1 conversations on a daily basis. Between impromptu wandering, scheduled one-on-ones which accentuated the positive as well as areas for improvement, and public recognition of contributions to the team, individuals now felt their manager “had their backs” and that he truly saw their value and contributions. Over time, mutual respect was achieved, and now morale really was positive throughout his department.

Resolving Conflict Between Two Agencies

We were asked to work with two agencies involved in a major joint project to facilitate an alignment between their respective executive teams. We facilitated several focus groups at various management levels of the organizations, asking “In this joint project, what’s working well? What is frustrating?”



We found that most of the managers felt distrust for their counterparts in the other agency. They felt there was a lack of communication, an atmosphere of blame and finger pointing, slow decision making and general low morale. This was also causing a negative ripple effect in each of their respective departments as their staff were also behaving at odds with each other on this high stakes joint agency project.

After collecting the information, we met with each of the top leaders coaching them on ways to resolve key issues. Next, we coached each leadership team. We gave them feedback on how they were being perceived. Both parties were really surprised. Next, we prepared each team to share their concerns in a joint forum to help clear the air.

Then we brought the two teams together to express their frustrations, vocalize their needs that weren’t being met, and make new agreements on how they wanted to communicate and work together.

The good news is that the project got back on schedule and within budget, with increased trust and respect from both sides. Morale went up as well as productivity. The clients reported that combining team and individual coaching expedited their reaching effective solutions.

Overcoming Virtual Meeting Fatigue

While working at home became the new normal, a leader was experiencing growing disengagement of some of her team, depression among some staff, and pushback from routines that worked so well pre-pandemic.



This leader used our coaching to assess how she could reengage and energize her staff, and also how she could strengthen cohesiveness that had been a hallmark of her pre-pandemic team.

First, we interviewed her and her team, were silent observers of several of their online meetings, and reviewed their agendas and meeting minutes. Our coaching helped this manager redesign the online meetings from a stale format where she spoke and everyone else listened, to a more vibrant and inclusive model. Additional suggestions included:

- Rotating meeting roles
- Pairing team members for short briefings and how-to training
- Building in unstructured time in meetings for others to share their concerns, fears, ideas, and suggestions.
- Adding a meeting segment on self-care and mental health to address stress reduction, mindfulness, and work-life balance issues

These improvements had the benefits of keeping team members apprised of each other's activities and successes, giving each a stake in the running of the meeting, and fostering skill-building among the team.

Now, attendees arrive early to meetings, and everyone plays a part. Energy and engagement are up, camaraderie is back, and the department feels more like a team. This simultaneously relieved pressure on the leader while allowing direct reports to get more experience as communicators and leaders. She even noticed an improvement in overall teamwork and stronger project collaboration.

The Importance of Resolving Interpersonal Conflicts

We were hired by a financial firm to facilitate their annual strategic planning and team building retreat.

As part of our preparation, we coached both of them and then facilitated a successful conflict resolution session between them. This laid a good foundation of trust and mutual respect which was needed for a successful retreat.



Before the retreat, we coached both of them and then facilitated a successful conflict resolution session between them. This laid a good foundation of trust and mutual respect which was needed for a successful retreat.

At the retreat, we reviewed the firm's core values and set team behavioral agreements. They agreed that they had a culture of conflict avoidance that included passive-aggressive behaviors.

Each leader committed to modify their behavior, to engage in critical conversations when conflict arose, and to be accountable to each other.

We followed up with a monthly coaching session for each leader to provide further tools which included the DiSC® style assessment and the EQi360 (Emotional Intelligence) assessment) so they could get anonymous feedback from their peers, direct reports, and their manager.

The firm now enjoys a culture of openness, transparency, trust, and mutual respect. When any of the leaders need some additional tools or support in their goals, they schedule another coaching session. They feel this coaching is a powerful preventative to avoid conflicts and keeps everyone aligned with the firm's core values.

You may select a coach to address a particular problem or issue you're currently experiencing, or find more value in a longer term relationship where you and your coach can engage in deeper professional development and career planning. Either way, developing the right fit is important.

Pick a coach that you are comfortable with and has expertise in areas you need, such as oral communication, writing, executive presence, management best practices, addressing generational issues, or emotional intelligence.

Learn more about our coaching here.

FREE 30-min. online event Tuesday July 13, 1PM:

"Managing Difficult Behaviors at Work and Home"



Facilitated by Senior Associate Kathye Citron

Managing difficult behaviors is an art and takes emotional intelligence. Learn some quick tips to manage anger and other difficult behaviors.

- Manage passive-aggressive behaviors
- Learn tips for calming yellers and angry people
- Be creative with controllers and bulldozers

Tuesday, July 13 1:00-1:30PM Pacific

Limited space: confirm your seat and receive log-in details. Email M@TheConsultingTeam.com

FREE 30-min. online event Tuesday August 10, 1PM:
"Making Powerful Agreements"



Facilitated by Senior Associate Stewart Levine, J.D.

Attend this complimentary program to learn how agreements promote collaboration and prevent conflicts:

- Get tips on when to use agreements
- See how to craft powerful agreements

Tuesday, August 10 1:00-1:30PM Pacific

Limited space: confirm your seat and receive log-in details. Email M@TheConsultingTeam.com

FREE 30-min. online event Tuesday September 14, 1PM:
"Putting Off Procrastination"



Facilitated by Senior Associate Craig Harrison, CVP

What are you procrastinating about:

- Starting a writing assignment?
- Tackling a pesky project?
- Conducting a critical conversation?

Attend this program to learn why you do it, and what to do about it to be more productive and feel great about yourself.

Tuesday, September 14 1:00-1:30PM Pacific

Limited space: confirm your seat and receive log-in details. Email M@TheConsultingTeam.com

Our new On-line Trainings for Today's Hybrid and Virtual Worlds: Customized for you...from 90 Minutes - 3 Hours

All training offerings on www.TheConsultingTeam.com are now virtual

[Building Great Remote and Hybrid Teams](#)

Does your team get bogged down with conflicting priorities? Is communication open and transparent? We help you build better teams by using practical tools, communication tips, meeting management guidelines, and models that enable individuals to work cohesively and productively..

[Creatively Managing Today's Constant Changes](#)

How do you deal with the pressure of constant change? Do you have to do more with less, or do it faster, cheaper, and better? Are you focused on managing change, or are you reacting to problems? Change provides the opportunity for creativity. Our fast-paced training gives you some powerful models that help you navigate big changes as well as changing individual's behaviors.

[Using Stress Positively](#)

Can you always remain calm under pressure? Do you have the right practices to cope with stress? Are you often feeling overloaded? Are others affected by your stress? Our training helps you maintain your effectiveness, handle stress, and foster a can-do attitude in the middle of stressful environments.

[Emotional Intelligence: The Key to Success in Today's Workplace](#)

Do you want to understand yourself and others better? Do you know how your emotions impact others? Emotional Intelligence is not about feelings. It is about behaviors and choices. We will teach you how to harness your emotions and monitor their impact on your environment and your performance. You will also learn to manage your stress to maintain your professionalism. Group exercises provide practice addressing difficult situations.

[Ask, Listen, and Influence: Develop Inquiry and Listening Skills](#)

Do you find yourself easily distracted when others are speaking? Are you often multitasking rather than fully listening? As a professional, your ability to ask better questions, listen fully, and understand your diverse workforce are the keys to coalescing teams, navigating workgroups through change, and mobilizing them to a common cause.

[Managing Multiple Demands, Time, and Priorities During Constant Change](#)

Do you sometimes feel overwhelmed with data and deadlines? Are you clear about your priorities? Learn how to manage multiple demands and maintain your sanity. Learn strategies for prioritizing, scheduling, delegating, and wearing multiple hats. Our training also includes proven stress reduction techniques to maintain your equilibrium.

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