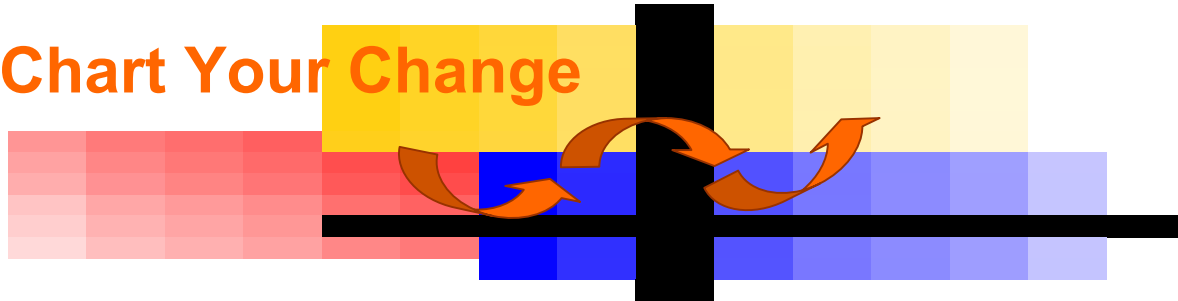


Chart Your Change



"Everyday I make the conscious effort to deposit goodwill into my relationships with others."

-- John Maxwell



Vol. 1, Issue 4
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April 2006

Welcome to ***Chart Your Change***.

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1. QUOTES OF THE MONTH

"The more you listen to the voice within you, the better you will hear what is sounding outside."

-- Dag Hammarskjold

"We don't see things as they are, we see them as we are."

-- Anais Nin

2. LESSONS LEARNED

Relationship Building -- Adding Value to Others

Leo Buscaglia said, "Always start a relationship by asking: Do I have ulterior motives for wanting to relate to this person? Is my caring conditional? Am I trying to escape something? Am I planning to change the person? Do I need this person

to help me make up for a deficiency in myself? If the answer to any of these is yes, leave the person alone. He or she is better off without you.”

John Maxwell talks about managing the discipline of relationship building in his book, *Today Matters*: “To keep me on track in my relationships so that I’m investing in them as I must to make them successful, I practice this discipline: ***Every day I make the conscious effort to deposit goodwill into my relationships with others.***”

Concepts taken from Positive Psychology and Appreciative Inquiry make for a winning approach to resolving many workplace issues and especially for building relationships. These approaches are about focusing on developing and nurturing strengths instead of focusing on weaknesses; exploring what works instead of concentrating on what is broken.

These are concepts I use in coaching relationship building (in the workplace):

- Begin to add value to people very intentionally
- Become a mentor to someone in whom you see great potential
- Look for ability in others
- Help others discover their ability
- Help others develop their ability

Take action to better understand and interact with the important people in your life based on these seven observations. When people display these characteristics, use the suggested actions:

Characteristics	Action
Insecurity	Give them confidence
Desire to feel special	Compliment them sincerely
Desire for a better tomorrow	Show them hope
Need to be understood	Listen to them
Selfishness	Speak to their needs first
Being emotionally down	Encourage them
Desire for success	Help them win

3. BOOK REVIEW - “RESULTS”

We know about people “styles.” Did you know organizations have a “style” too?

In Nielson’s and Pasternack’s new book “Results”, we learn that organizations have a type of “DNA” and knowing the unique building blocks of your organization will help you identify its distinct personality. If you are a manager challenged to deliver results, you will want to understand your

organization “type” which will help you develop the unique solutions for your distinct situation.

It is tempting and virtually impossible to look at a great and successful company and say: let’s figure out what makes them succeed and use them as a model to implement what seems to be working well. But, there are too many variables that are different from your company: how decisions are made; how performance and processes are measured; what motivators and incentives are used; the overall organization structure.

However, understanding the level of coherence between your company’s unique building blocks will help you determine which of several general “types” or profiles your company falls into:

The unhealthy profiles are:

Passive-aggressive, Fits and starts, Outgrown, Over-managed

The healthy profiles are:

Just in time, Military precision, Resilient

The book brings to life these organization profiles. As an example, the *Over-managed* profile is one burdened with multiple layers of management. This is a case study in “analysis paralysis.” A valuable feature of this book is the remedies or treatments included for each profile.

Of course, there is no one-size-fits-all formula. Every organization has a distinct life of its own and solutions are tailor-made to tackle the problems. This book provides a view that most organizations are unhealthy but the damage is reversible. It’s within your power to make the organization healthy.

Conclusion:

People at work are products of their environment. The self-defeating behaviors you are witness to are not factors beyond your control. People’s behaviors are a direct result of the thousands of daily actions and decisions you and everyone else in the company make. The key to getting exceptional results than, is whether all these decisions and actions are in alignment with your company’s strategic objectives. Not so simple!

4. TIPS FROM THE COACH - TIP #4

Try these experiments to improve your relationship skills:

Listening & Observing

1. Listening well means paying concentrated attention to what someone else is saying. Focus on the other person and pay attention to what is motivating or influencing him/her. For a couple of days, keep a log of your conversations, and record how often you interrupt others. You can do this informally by placing an

object, like a coin or paperclip, in a particular pocket each time you catch yourself interrupting.

Calculate the percentage of your conversations that include interruptions. How do you feel about your interruptions rate? If you're unhappy with it, choose a specific person or situation and, for one full day, do not interrupt at all. Notice how this makes you feel and how others respond. See if you can identify what makes it hard for you to hear people out.

Clarifying Meaning

1. Ask someone you feel comfortable with to help you practice paraphrasing or responding to feelings. Ask the person to talk to you about some situation he or she feels strongly about. Listen and make a paraphrase or feeling response to every significant point the person shares with you. Tape the conversation, then review it with him or her. Ask the person to rate each of your responses as "on" or "off." For at least one "off" response, see if you can come up with a response the other person thinks is more accurate.

Ask what, why or how questions without making the other person feel defensive. Add: "I want to be sure I understand what you're saying."

Being Intentional

1. Notice your intention when you communicate. Are you coming from a place of anger? Are you filled with judgments about the other person? Try the following:
 - a. Recognize your motives for communicating.
 - b. Become aware of the judgments you may have. Tell yourself the truth.
 - c. "Freeze" those judgments.
 - d. Be intentional about the outcome you desire.
 - e. Make it safe for the other person to communicate.

When you feel safe receiving feedback, you trust the motives of the other person. You don't need to defend yourself from what is being said. Making it safe means that the person won't fear being attacked or humiliated. Feeling safe means you can hear almost anything and not become defensive.

Introduce safety by doing something that makes a person comfortable. You can build safety by asking a question, showing interest in the other person's view, smiling, making an apology, or even request for a brief time out.

Have a Joyful Month



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Request Flo for your next event. In addition to being the founder of Thinking Well Consulting,

Ms. Mauri is an Executive Coach and Educator at NYU, teaching Organizational Behavior, Emotionally Intelligent Leadership and Management Styles. She is certified in Conflict Resolution and Organization Development. Ms. Mauri specializes in assessment tools and self-awareness techniques for maximizing human potential. Are you getting in your own way toward advancing your true aspirations and talents? Are you experiencing challenges in your business relationships and want to breakthrough repetitive no-win cycles? Are you ready to define and lead with your strengths? A coach can help you take action to achieve your goals. Contact Flo today for a conversation.

Chart Your Change is your select source for inspiration, coaching tips and personal development. We share the very best of essays, research studies and success tools for taking your human potential to the top of Maslow's pyramid: self-actualization and transformation.

If you enjoyed this issue we'd love it if you'd spread the word. If you receive this newsletter as a forwarded message and would like to opt-in on the list, send an email to: flo@thinkingwellconsulting.com and type "Add me in," in the subject line. If this email address has been mistakenly added to our list and you want to be removed, please type "unsubscribe." Your e-mail address is never shared with anyone without your permission.

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