



CORPORATE COACH



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COACHING IN CHANGE MANAGEMENT

■ BECOMING A PEOPLE LEADER

Q: I am in dire need of help as my 'honeymoon' period of 100 days as new manager is over. The first one month was nice; there were lots of 'open arms' and 'smiles' in the office, but I am now beginning to face the shocking truth that there is great reluctance amongst the people here to accept my leadership. I feel there is a 'silent rebellion' going on where they refuse to toe the line to many things I have introduced to shape things up. They are moving in a slow pace to implement some of these initiatives even though they know the 'stale air' here needs to be ventilated with 'more freshness'. I don't know what I should do now. -

Unappreciated

A: I am sure you acted with good purpose to make things better in your organisation. However, you need to watch out for your overzealousness in carrying out your change programme too soon, and probably too fast. People need time to get used to changes, whether good or bad. However, you need not worry too much as a good leader will always have the courage and resilience to bounce back. So wake up to regain your composure in order to get your bearing right again.

The Bottom Line: In this next phase,



tell yourself you are going to take your people along with you on this change journey. Tell yourself your days of doing it alone are now over. Never underestimate your people, and get them on your side one way or another. Practice open leadership by sharing with them what you want to do and ask them sincerely for their support; and in the process deal with any reservations or concerns that they may have. Once done, discuss how each of them can specifically play their part to contribute. Find things they can do to leverage on their strengths. Meet their needs, and at the same time, get them to meet yours too. Once done, you

are a team in unison. Life will be exciting from then on.

Powerful Questions: What do you want to see happening in your organisation? What do you want them to do, to be in support of you? What is the current situation? What will change to meet your vision?

■ DEALING WITH CONFLICTS

Q: I am feeling the strain of the conflict in my workplace as it appears to be nearing a dangerous level. There is an apparent increase in yelling amongst the people, with some distancing from each other, and it has been for a while now. I feel increasingly irritated with the situation as it is not conducive to work here. However, the funny thing is I am not sure whether this is normal, or it is serious and requires some quick action. Why I say this is because we are still 'strangely' meeting our targets, and generally the clients are happy with our services. But I am afraid that things may get out of hand if I do not do anything.

-Cross Fire

A: In my view, a mild degree of conflict in the workplace is a healthy sign that shows people care about their work and their organisation. If there was none, this may indicate there is apathy, lack of

interest, boredom, insecurity to share, and low esteem in your people. From this perspective, it appears that yours is not suffering from this. However, if there is too much conflict occurring, then it can mean there is no clear purpose, no ground rules, improper decision-making, or even conflict resolution in the workplace.

The Bottom Line: It will be good to act as an objective facilitator whenever there are conflicts to resolve. This way, you will be able to nip all conflicts in the bud so they do not escalate into something big. Use the facilitation techniques of 'hold, hear, and heal'. Firstly, create or 'hold' a safe space for people to express themselves while you 'hear' deeply to everyone about what they want to pour out to you. When all is heard, it is time to 'heal' where you appeal to them to soften their stand, seek to compromise, and find common grounds for them to agree. Use this technique whenever you play the facilitator role in all conflict situations. I am sure you will be able to keep things under control a lot more.

Powerful Questions: How do you currently handle conflict situations? Is it achieving the results that you want? What could be missing? What do you need to work on yourself to be a good facilitator?