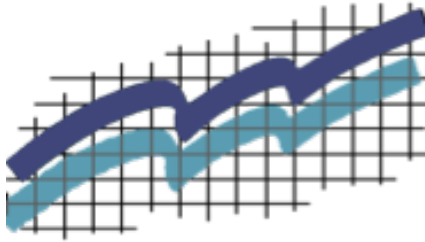


*The Consulting Team's***Leadership Tips****NOTE FROM
THE CONSULTING TEAM**

In this issue The Consulting Team continues its series of articles focused on the individual in the workplace, and how you can help yourself and others succeed in today's challenging environment. Professional coaching is a tool to help resolve conflicts, enhance professional skills and growth, and point out successful ways to convert opportunities into accomplishments.

Most of our readers have met Dr. Marilyn Manning, the CEO of our team. In this issue we publish an interview in which she shares her experiences as a professional coach, working with others on their workplace and career concerns.

Whether you are considering coaching for yourself or a member of your team, we hope this *Leadership Tips* will help you discover the power and promise that a well-trained, experienced business coach can bring to your organization.

Warm regards,

The Consulting Team

• (650) 965-3663

Insights on Professional Coaching***A Tool to Increase Leadership Effectiveness***

Recently the Leadership Tips editor interviewed Dr. Marilyn Manning on her work as a professional coach. Here are her insights on what coaching is and how it can help you take the next step toward your professional goals.

**Dr. Manning, what is professional coaching, and how does it work?**

Coaching allows people to reach their full potential. Coaches employ questions instead of directives to help their clients:

- ▶ reach tough decisions
- ▶ take responsibility for their choices and actions
- ▶ clarify situations
- ▶ overcome obstacles and
- ▶ reach their goals

Its benefits include improved performance and productivity, staff development and learning, improved relationships, and more creative ideas.

"I'm a more successful manager through your coaching. Thanks to you, our group has been transformed into a high-performance team." David Hershfield, Director, Adobe

What distinguishes professional coaching from informal or peer coaching?

A professional coach is a highly-skilled listener and communicator, who holds a neutral position and brings a creative, outside perspective to the client's situation. In a professional coaching relationship, the two parties establish a deep sense of trust and openness. This supports the candor that allows the client to admit and explore mistakes or concerns, with no fear of judgment or loss of stature. Experienced coaches also bring a wealth of broad exposure to the different challenges their clients may face.

What issues might prompt someone to employ a coach?

- ▶ A newly promoted manager might find her competitor for the job now on her team, feeling disgruntled and trying to sabotage her efforts. A coach can help the manager mitigate the damage and deal delicately with the surrounding politics.
- ▶ Someone who has been passed over for promotion several times may seek a comprehensive view of his skills and weaknesses to help him reposition himself, understand his skill gaps, and obtain strategies to overcome those gaps.
- ▶ The Consulting Team coaches have been successful in helping clients land their next job opportunity. Coaching can facilitate a change of focus, approach, or style that can help the client strengthen his or her position.

Personalized coaching improved my interviewing skills, my confidence in positioning my strengths and value, and focusing my goals. I applied these skills to advance in my career. I have worked with Marilyn Manning and The Consulting Team for over 15 years, and I highly recommend them. Sharon Russell, Administrative Officer, City of San Jose

- ▶ A client may need help with a serious conflict with a co-worker. The coach can assist in identifying the cause and impact of the conflict and in exploring options to resolve it. In this instance the coach may act as a mediator as well, while providing different and creative solutions based on an external perspective and past experience.

When is coaching more suitable for the client than training?

Coaches work with specific challenges. This differs from training by being personalized, specialized, and private. Our experience is that most of our clients meet their goals after only a few coaching sessions.

What are some of the successes you have seen in your coaching clients?

I have witnessed many conflicts resolved that restore effective, professional work relationships. In one instance, coaching helped resolve a deep conflict between co-founders of a company, restoring their relationship and friendship.

We support leaders in strengthening their teams by giving them tools to deal with difficult behavior. I have also seen the help coaching provides in advancing clients' careers.

"The Consulting Team are miracle workers. Due to their coaching we're becoming a high-functioning team. We're more engaged, making personal commitments to change."
Heather McLaughlin, City of Benicia

When do you suggest people consider coaching?

First, when the client is willing to take a fresh look at his or her self and is prepared to make some changes. Next, when your boss is willing to support your professional development. I would also suggest it when people want to change their image or are seeking a promotion.

"The Consulting Team does an excellent job of assessing what you need and working with you to achieve bottom line results." Ron Ketelsen, Director of HR, Callidus Software

Questions to ask yourself when considering professional coaching?

1. *Am I clear about my purpose or goals in being coached?*
2. *Do I have a clear set of expectations of my coach and the coaching session(s)?*
3. *What are the obstacles that have stopped me from reaching my goals?*
4. *Am I willing to make shifts in my perspective, attitudes, and behaviors to reach my goals?*
5. *What support can I count on from my boss and team for making any changes necessary to reach my goals?*

Want to Learn More About This Issue of Leadership Tips ?

Here is a sample of what we have to offer.....

Visit the following links for more information:

Our Free Assessments:

- ▶ [Leadership Competency](#)
- ▶ [Am I an Effective Change Agent?](#)

Our Consulting Services:

- ▶ Leadership Coaching
- ▶ Conflict Mediation
- ▶ DiSC Communication Style Assessment
- ▶ Team Building

View Descriptions of Related Training:

- ▶ [Meeting Management Skills](#)
- ▶ [Manage People Not Personalities](#)
- ▶ [Lead Like a Pro](#)
- ▶ [Leading Positive Change](#)

Read Related [Articles](#):

- ▶ Coaching for Change: A Blueprint for Leadership Success
- ▶ Dealing with Stress In the Face of Change
- ▶ Peak Performance Principles

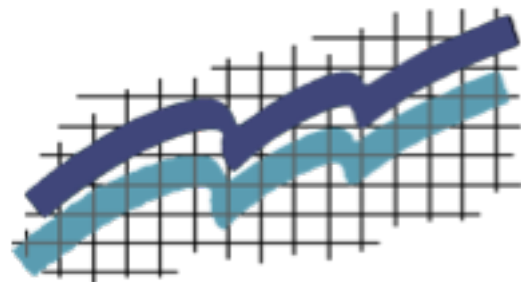
Quick Tips Brown Bag Workshops

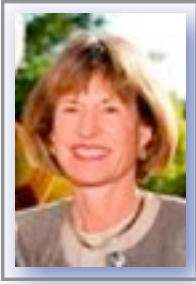
- ▶ The Consulting Team is providing low-cost, brown bag workshops! Call Marilyn for details: (650) 965-3663.

About Leadership Tips

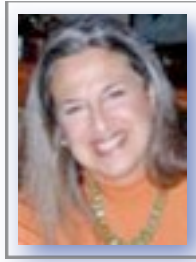
Leadership Tips is a periodic newsletter to help deal with the difficult issues in today's busy and hectic work environment. To see past Leadership Tips go to www.theconsultingteam.com and select Newsletters

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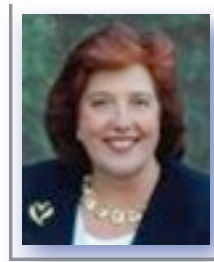




Marilyn Manning, CEO



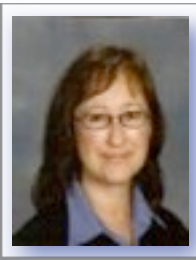
Elaine Schmitz,
Leadership Tips Editor



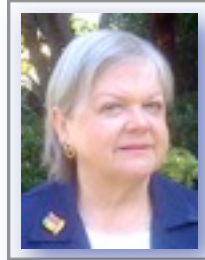
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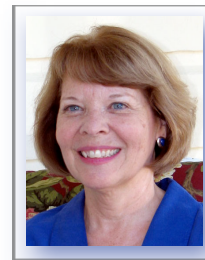
Victoria Smith-
Raymond



Pat
Haddock



Howard
Miller



Lee
Weimer



Steve
Ellis, Esq.

Meet Our Core Team

Our Core Team of consultants each bring over 15 years of experience and individual expertise to add breadth and depth to our services. Over the coming months, we will introduce you to each of them. This month we feature:

Steve Ellis, Esq.

Steven Ellis, Esq. is a member of the Illinois State Bar. He has an extensive background in labor-management relations, mediation, and facilitation and conflict resolution. In dual roles as an international contract negotiator and business team facilitator, Steven has successfully developed and negotiated meaningful solutions in the volatile and troubled airline sector and between labor-management teams across various industries.

He brings a unique perspective, having served in management and labor roles in the non-profit, union, and corporate environments. Mr. Ellis couples this experience with his considerable advocacy, consultancy, and mediation experience. His legal and labor-management relations expertise results in pragmatic solutions, which diminish the adversarial nature of difficult relationships and leads to mutually beneficial outcomes.

He brings a multi-cultural vision to his work, having lived and worked in Europe and Australia. Therefore, Steve is available to assist internationally-based clients who operate in the French-speaking world.

Steven has a Juris Doctorate from the University of San Diego, a post-graduate diploma in Labor Relations from the University of Melbourne, and is a current Fellow with the American Bar Association and the University of Arizona Law Library.