

We are pleased to introduce the fourteenth issue of intoaction's *Exploring New Pathways*. The concept behind this newsletter is an invitation for you to explore new ways of thinking, new perspectives, and new behaviors, so as to increase your personal effectiveness. The themes we have selected are commonly addressed topics in coaching. We have chosen them carefully and are eager to share them with you, in the hopes you will find them both thought-provoking and valuable.

Warmly,

Céline Brillet

into  action

Exploring New Pathways

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"It no longer makes sense to command and control people when they themselves are responsible for their results... A coach approach to managing in the workplace prepares people to make the most of their skills and aptitudes, to recognize the opportunities that best suit their talents, and moves them from motivation to action." *Cheryl Smith, MCC, Executive Coach*

The need for a Leader-Coach approach

Adapted from the article "La crisis altera el pulso de la formación", authored by Céline Brillet, EL PAIS 31/05/09.

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The following questions are at the top of leaders' minds today:

- How do you increase employee motivation in times of uncertainty?
- How do you boost creativity, particularly as traditional ways of conducting business are becoming obsolete?
- How do you stay focused on the growth of the company when employee morale is at an all-time low?
- How do you ensure that unprecedented levels of stress are not getting in the way of productivity?

The crisis is the opportunity for leaders to step up to the plate and to make a difference. Business is at a standstill and in some cases, decreasing every day. Skeptical and unenthusiastic clients combined with a difficult market environment are complicating and changing the way business is conducted. A radical transformation in leadership, a "Leader-Coach" approach, is necessary to generate more employee creativity and initiative - perhaps

the only way to generate and seize opportunities in today's market.

The fundamental difference between a traditional leader and a Leader-Coach is that the Leader-Coach does not systematically solution his employees' challenging situations. On the contrary, he listens with intention, and most importantly asks questions that will help individuals move forward. Through this interaction, he empowers his employees by assisting them in finding their own answers, giving them "permission" to think out of the box and to come up with their own innovative solutions. Merely giving instructions and telling employees what to do, may rob them of their own process of discovery and personal and professional development.

The Leader-Coach approach also develops a sense of accountability and autonomy: individuals are effectively taking control of their own roles and reducing unhealthy levels of dependency on their boss (freeing him up to focus on the bigger strategic issues). Inevitably, this leads to a greater level of motivation and commitment to the organization, as employees are no longer merely executing instructions, but are given the possibility to be proactive and show initiative.

The Leader-Coach style is a fine balance between managing and coaching, with a clear focus on the development and growth of people. The result is the accomplishment of the creativity, initiative, commitment, and confidence necessary to start emerging from the crisis. But the benefits of the Leader-Coach style will far outlive the crisis, and organizations will continue to benefit from this type of leadership in the long-term. Not only do Leader-Coaches prepare the next generation of leaders to be resilient and effective in all situations of change, but they also encounter lower employee turnover and make significant contributions to the bottom line.

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Top 8 reasons to partner up with a coach

1. You want to make yourself a priority.
2. You feel stuck.
3. You want to build on your strengths.
4. You want to reach your goals more effortlessly.
5. You need a neutral sounding board to bounce ideas off.
6. You are facing a stretch challenge.
7. You have an important decision to make.
8. You are ready to move to the next level.

intoaction helps Executives and Entrepreneurs achieve their desired results through individual and team coaching, as well as through workshops devoted to developing leadership skills, managing change successfully, and enhancing team effectiveness. <http://www.intoaction.eu/>



Céline Brillet, ACC

Founder of intoaction
Coach for Executives and Entrepreneurs

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