

Exploring New Pathways

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"Balance is not better time management, but better boundary management." *Betsy Jacobson*
- **Where are your boundaries?**

Find your balance

Every transition involves a balancing act. You are expected to be fully operational very rapidly and create positive change within the organization, all within the context of uncertainty. This is a lot to juggle.

How do you ensure that you are balancing in an effective way? What is the impact of having an imbalance? How do you correct an imbalance?

The reality of a transition is being constantly pulled in many different directions - firefighting, in essence. Not finding a good balance during a transition may translate into low productivity linked to a lack of focus, high levels of stress, poor decision-making, etc.

The actions you take every day can help you achieve and maintain your balance, thereby augmenting your personal efficacy and well-being.

Michael Watkins offers 7 tips to find (and keep) your balance:

1. **Be discerning** - Focusing on and identifying what is important is primordial. It is very easy to spread yourself too thin, as there are innumerable tasks you could focus.
2. **Set your boundaries** - You are the only person who can set your own boundaries in terms of what you will focus on. If you do not do this, bosses, peers, and direct reports will keep "taking". The more you give, the more they will ask of you. This vicious cycle will result in feelings of anger and resentment. You cannot expect others to set your boundaries; you must do this yourself.
3. **Recognize your mistakes** - In a situation of transition, you might make a call too prematurely and have difficulty backing out, for fear of losing credibility. However, the longer you wait, the harder it will be to recognize you were wrong, and the more dramatic the consequences.
4. **Connect with others** - A lot of leaders end up isolating themselves from others in the organization, either because they do not spend time building the right connections, or because they end up relying only on a handful of individuals.
5. **Notice your biases** - A loss of perspective can be very detrimental, particularly when the stakes are high, and uncertainty is rising. This can occur when your personal stake clouds your judgment or when you underestimate the difficulties associated with your preferred course of action...
6. **Address tough decisions** - In a situation of transition, you will need to make challenging decisions. There might be many reasons to "avoid" making these calls: limited information, unpopular decisions, a direct impact on people's lives.... If you

choose to (inadvertently) postpone the decision, this could cause the problem to become even bigger.

7. **Watch your stress levels** - It has been demonstrated that people need some level of stress to be productive. However, everyone has a point, where the constraints become too overwhelming, and the emotional load is too heavy, thus undermining performance.

My invitation is:

- Develop ways to check if you are in balance (energy levels, mood, availability for other activities, personal life...)
- Set strong boundaries to ensure that any imbalance is corrected quickly
- Put a regular time in your calendar to reflect on your situation

Note: Concepts presented in this newsletter were inspired by Michael Watkins' book, The First 90 Days.

You are receiving this email because we have had a connection over the years. If you wish to Unsubscribe, please see the link at the bottom of this email.

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

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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.

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