

update

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Enthum Newsletter

Issue No 6 - July 2009

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dear friends & colleagues,

Welcome to **update**, our regular newsletter. We value our connection with you and hope you find this edition interesting.

Beware of being the Daddy or Mummy (of your company) -

Hussein Dickie

Starting a business usually stems from having a passion, and a need for independence. It may not be long before the entrepreneur starts employing staff, but rather than choosing people based on what's best for the growing company, staff are often selected to assist the entrepreneur. The owner manager looks for people to help him share the load, rather than to share the responsibility.

When this happens the company revolves around the owner. The business will develop according to his own personality and his efforts. The owner IS the business, and staff can only fill supporting roles.

If the business grows, the burden on the owner gets larger and challenges more complex, decisions are more difficult to make. Overwhelmed by the many demands on him, the leader may leave important decisions unmade, or react with denial. Staffs easily become disappointed and frustrated – just as kids do with their parents.

This owner-managed structure encourages a parent/child relationship. The owner is protective, directive, approving (or not), and conversely, his people will develop the expectation that 'daddy' should resolve all problems.

A more robust model is when the entrepreneur has a vision for the business, but is not personally identified with it. She will contribute her talents to its development, as will other people, who have been selected to fill particular roles. This type of organisation is more responsive to opportunities and to change, and its potential is determined by the management and by market opportunities.



Both of these business models have their place, but there are problems when an owner managed company needs to shift into a professionally managed business. We have recently had such a client.

Michael has a small design and build company; he works alongside his 5 employees, and is also responsible for all aspects of running the business. After 20+ years, he's tired and needs change. His needs, coupled with the downturn in the economy have pushed Michael towards creating a managed business.

But it's not easy for someone who has run a business for a long time, to change. And many of Michael's initial efforts were unclear to staff, or were simply not followed through. He was losing credibility, and needed support to make change happen.

Our work was to help him change behaviour and to rewire his relationships with staff. Michael needed to move from a directive and controlling management style to one where he delegates to others who are responsible for delivering results. He needs to encourage and trust his people to meet their challenges, and also to celebrate their achievements.

This 'growing up' process happens when everybody understands that there are expectations not just of the 'parents' but also of each other. And that each is accountable for their part in achieving the company objectives.

Not all employees can handle this change. The good ones welcome the responsibility and the new challenges, and the not so good ones are likely to disrupt the process. Often sabotage is hard to spot.

In Michael's business, Tom derailed the process by not doing what he had committed to achieving for the team. When asked, Tom told Michael that due to his diligence in dealing with other important things, he had been too busy to complete the task. In a subtle move, Tom switched from being the perpetrator – letting down the team – to being a victim – 'poor Tom' has too much on his plate.

In the past, Michael would have let him off the hook, but this time was different. We reminded Michael of the staff meeting where the jobs were agreed to by everyone. These tasks were vital to goals of the company, and every person in the business was accountable. As Michael offloads responsibilities to his employees, their self-worth is no longer dependent on 'Daddy'. To build credibility, Michael needed to follow through with action and consequences. He owed this to the group, to Tom, and to himself.

Growing up can be a painful process for employees but it's equally challenging for the employer. He needs to change his behaviour and muster courage and discipline to stick to what has been decided together in the team. This is the introduction of a new culture, which can only be achieved over time. When the process succeeds, everybody benefits.

Workshop

Intuitive Leadership – Monday, July 13

A limited number of spaces still available

For managers and leaders, the faculties of self-perception and intuition are becoming increasingly valued and seen as critical. This one-day workshop explores creative ways to develop intuitive skills.

Extensive research supports the need to develop our minds in a different way – reducing the reliance on pragmatic, logical processes and growing our spontaneous and creative thinking. Daniel Pink's excellent book *A Whole New Mind*, describes why the future belongs to people who can think creatively, respond intuitively and collaborate imaginatively.

This workshop is an opportunity to explore a number of powerful processes that tune into our emotional intelligence, encourage our creative thinking, and access our innate authority.

Intuitive wisdom can be nurtured to grow stronger and be enjoyed as a vital part of our unique identity, influencing how we work with others and express ourselves professionally. See how we each have a much larger palette of inner resources available than we currently use. For more information and registration [please click here](#)

When : Monday, July 13 – 10–5.30pm
Where : Lewes, East Sussex
Cost : £135 inclusive of VAT

Booking : [Online form, click here](#)
Contact : Lilliana 0779 226 7670 or 01273 573 878 lilliana.gibbs@enthum.com

Interesting finds we like to share:

'A Whole New Mind' - Why Right-Brainers Will Rule the Future

By Daniel H Pink

ISBN 1-905736-54-1

Gone is the age of getting ahead by studying accounting, law and engineering. Much of that work can be outsourced to other countries, or done by computers.

The future belongs to a different kind of person, one with a broader kind of mind. Designers, story-tellers, inventors and teachers are some of the creative and emphatic 'right brain' thinkers taking the lead. This well written book is packed with engaging stories and draws on excellent research. It outlines the 6 fundamental human abilities essential for professional success and personal fulfilment, and a guide for mastering them.

All best wishes,

the Enthum Team



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