

Unexploited potentials boost confidence in unsettled times

How to manage teams with charm, charisma and character

The complimentary relationship between stress and motivation

Both employee behaviour and the general work climate depend largely on the corporate management.

Managers have a decisive effect on influencing criteria such as:

- Work satisfaction,
- A clear management style,
- Effective teamwork,
- Structured work procedures,
- The freedom to take decisions and recognition of individual performance.

These criteria play a key role in producing stress in both employees and managers. They therefore represent the basis for all motivation of a company's employees.

But how can we keep these criteria in mind in the face of the recurrent challenges of the daily round? How can creative enthusiasm be developed in the balancing act between a heavy workload and the wish to perform well?

The key is to be able to relax. However, this can be neither prescribed nor bought, it can only be achieved after a lengthy period of training. But it is of vital importance, because the inability to switch-off and relax in order to renew our strength means to neglect the biological need to rest.

This ability to switch-off and relax can only be achieved if managers are clear about the importance of qualities such as charm, charisma and character. And these cannot be expressed simply by changing one's outward behaviour, but above all by changing one's attitude.

The strategic error committed in management training

Most training courses for executives aim to change behaviour. But permanent changes in behaviour can only be achieved by changing attitudes. They alone determine our behaviour. In contrast, the only way to change attitudes is to change our whole mental outlook.

Rigid thought models and solutions often paralyse the ability of managers to take decisions and cripple employee motivation. The direct result is that the process of attaining corporate goals is thwarted and employees fail to achieve exceptional performance, as does the company. So how can attitudes be changed so that challenges can be faced with greater initiative, how can we exploit potentials that are unused – and are frequently also unknown?

What approach should be taken?

By working out concrete principles for our actions, we develop alternative attitudes that promote individual responsibility, effective communications and boost employee motivation. A key element is to develop strategies for managing conflicts, as these undermine mutual trust. This leads to defining and implementing methods of recognizing employee potential. The importance of a genuine basis for communications between people becomes clear. Clear thinking by managers is essential to assure corporate motivation, as it carries an authenticity that simultaneously promotes trust and encourages the employees to develop an autonomous identity.

It is only by acting in an exemplary way that managers can be sure that their employees have a positive perception of their management style. Charm, Charisma and Character thus take the form of a clear and shared vision, a precise and transparent management approach and a high level of managerial accessibility. The expression of emotions, clear thinking, transparency of gestures and communications (both external and internal) as well as the firmness with which managers implement decisions once taken and communicated play a key role in this process.

In many companies, this scenario is achieved by directly coaching the employees. Although this strategy may consist of only a few key points, they assure both permanence and trust and ultimately the loyalty of the employees.

The process of strategic coaching

As "nothing is as constant as change" (Buddha), the application of strategic coaching in a company is designed to help OVERCOME blockages and resistances to change in order to transform them into creative opportunities. It also serves to MOBILISE the energy of the teams, focusing it interactively in order to accept the changes willingly, to DEVELOP a shared wish to reach the goal and create a common culture on the basis of different managerial views, values and methods.

In this context, STRATEGIC COACHING OF THE MANAGER must aim to give him the freedom to be himself and to overcome the obstacles that restrict him. To achieve this, the coach acts as a MIRROR allowing the manager to get to know himself better and to go more effectively where he wants to go. At the same time, the coach is a FACILITATOR who helps to discover the brakes that hold him back, and then becomes a MIDWIFE who helps solutions to emerge on the basis of the manager's own capabilities. Finally, he becomes a CO-PILOT who helps the manager clarify his ideas as well as define and test the parameters of change.

To assure the coherence of his team, the manager must be able to develop the synergy of all the skills that it contains. The result will then be greater than the sum of the individual skills. So it's up to the manager to act as a strategic coach in order to PROMOTE productive exchanges and a global mode of operation of the team. He can then INSTIL a mode of thinking that leads to taking appropriate decisions.

This approach also allows him to DEVELOP cooperation by creating a climate of trust. In this way, he ENHANCES his ability to manage any conflicts in daily relationships that may emerge from the changes that he has introduced.

Because "people don't so much fear change itself but rather the idea they have of it" (Seneca), it's up to the manager to become a charismatic leader who is accessible to his employees by re-centring all his attitudes and transmitting them to his team with charm, charisma and character. It's only by acting in an exemplary way that the manager ensures that his employees have a positive perception of his management style. And this clarity of approach is indispensable if he is to motivate his employees.

Conclusion:

"People don't so much fear change itself but rather the idea they have of it" (Seneca).

The task of a corporate management team is to become a charismatic "managerial personality" with *easy access to the employees* by focussing its entire *attitude on its charm, charisma and character* in order to transfer the example of its own leadership to the employees.

If a CEO takes the job of strategic coaching of his direct employees really seriously, he immediately achieves the following:

- He can *recognize and use* even significantly *extended perspectives of his thinking*.
- He will achieve successes by finding the right balance between a *consistent approach and flexibility*.
- His employees will rediscover *enjoyment and enthusiasm* and thus boost their performance and the quality of their work. A key factor is the exemplary function of the "boss" and his role as a "facilitator".
- He can apply *tools for handling tricky situations* in a skilled and self-possessed manner.

- Endless justifications, accusations of blame in the event of problems and conflicts as well as the associated *loss of time are obviated*.
- Ways are found to greater *self-motivation, self-organisation* and *self-confidence*.

The responsible manager can then boost the *creative potential of his employees and teams* in order to attain *his corporate goals* more efficiently.

The *interests of the company* harmonize once again with *personal needs and values*, and committed employees affirm the ways in which they tackle both their professional and private lives.

Only by *concrete example* does the managing team assure that employees have a *positive perception of their management style*.

And this clarity in mutual relationships is the sole origin and source of *motivation in the company*.

Coach Profile Dr.Thomas Oehler

Professional experience

- CEO of L'Oreal, working in France and Germany
- CEO of Henkel/Schwarzkopf, Scandinavia and Germany
- CEO of DDB Needham Advertising Agency, Vienna
- CEO of Information & Publicité, Paris, Prague and Budapest
- CEO of HAVAS, Paris
- Dr. Oehler currently works as a trainer and coach in Germany, Austria, France, Italy, Switzerland and Hungary.

Education & training

- Studied communications science (M.A.), sociology, psychology (D.E.A.) and business management (Dr.rer.pol.) in Munich, Strasbourg and Paris
- Trained as a coach in Germany and the USA
- Trained as a trainer in Germany, the USA and Italy
- Qualified breathwork practitioner
- Qualified firewalking instructor

Focus of work

- Stress management, i.e. dealing with the limits of physical and psychological stress
- Employee motivation and satisfaction
- Mentoring processes of change
- Preparing and mentoring negotiations
- Individual conflict coaching
- Coaching of group processes
- Communication in and with teams
- Emotional intelligence
- Empathy
- Innovation and creativity
- Leading remote teams, e.g. sales teams

Personal style

- Based on personal experience of reality in operational practice. Uses a combination of supporting problem analysis and personal counselling centred on responding to the demands made on the individual in his/her professional role.
- As the preparation of proposed solutions is often a holistic process that comprises social, emotional and rational components – depending on the problems involved – coaching also makes sense for several people simultaneously.
- The personality of the individual and his/her personal strategy for action and leadership are at the forefront.