

▶ CONTINUED FROM PAGE 45

To some extent, leaders do need to adjust their leadership styles to meet the needs of managing different personalities. In Rebekah's experience with the various organisations she has worked with, she finds that a good leader should really use all three styles at different points depending on what needs to be done and how someone needs to be motivated. She clarifies, "Authoritative leadership is normally used when something urgently needs to be done and the leader knows that their employees are already motivated and understand the reason for speed. Participative leadership, however, involves the team in the process of making the decision. The leader will make the final decision but the rest of the team will feel involved which is motivating and gives them a sense of control and engagement. A leader using a delegative style will allow the employee to make the decision. This style is normally employed once trust has been established, as the leader would still be held responsible for any fall out."

Rebekah Fensome photograph courtesy Rebekah Fensome

So, this begs the question, can you teach an old dog new tricks? Well, yes, of course. So long as they want to be taught. Part of the coaching work Rebekah does, involves helping people to develop new skills, working on weaknesses, finding new ways to approach problems and think more laterally about how they work so that they achieve better results which ultimately will lead to them enjoying their role and feeling fulfilled.

Sometimes, however, it seems hard to effect change when you are midway in the game or if you have left a bad first impression. While first impressions are important, Rebekah stresses that you can still try and change people's perceptions of you by firstly believe them yourself and secondly, by finding ways to build rapport with these particular people. In building rapport, you

could consider things like :-

- * What are their interests?
- * How do they like to work?
- * What are their hot spots, e.g. do they like data, visuals when presenting, etc
- * What commonality do you share?
- * What would they like to get out of the relationship with you? What do you want to get?

In the end, the key is to keep interactions in the workplace front of mind. The truth is, Rebekah notes, you could be great at your job but if your people skills are ineffective or if you have a low profile within the company, then it makes it harder to get the career goals you set for yourself such as promotions and payraises.



Rebekah Fensome

Rebekah is an accredited professional Life Coach and Coaching Psychologist. She is also a member

of the British Psychological Society. She has had her own private life coaching practice for three years and coaches a diverse range of people from actors, writers, mums, celebrities, bankers, traders, personal trainers and entrepreneurs. She also works with many companies like Unreal design agency, Mustoes advertising agency, NESTA, Holmes Place/Virgin Active coaching their employees to achieve their career goals. She is often asked to give her expert opinion on various topics for Psychologies magazine, Glamour, Essentials, Grazia and Zest and is competent in front of the camera. Last year she was selected from 150 life coaches and got down to the final 2 for her own show on C5. For more information, please visit rebekahfensomelifecoach.com.

Keep this Front and Centre

1. **Be an active listener. If someone comes to speak to you then stop what you're doing and turn and face them so they know they have your attention.**
2. **Be genuinely interested in people.**
3. **Use good body language around people. Make eye contact, open your arms out, smile.**
4. **Encourage others to talk about themselves and listen.**
5. **Find out what that person is interested in and ask them about it.**
6. **Remember and use people's names.**
7. **Say good morning and good night to people.**
8. **Give people a feeling of importance; praise the good parts of them.**
9. **Show respect for the other person's opinions. Never tell someone they are wrong.**
10. **Dramatize your ideas so you inspire and show your passion.**

Keeping Employees Motivated

1. **Be in control of your own career development and personal growth**
2. **Ensure you have regular appraisals and reviews with your managers**
3. **Ask for feedback from your team and people around you. However, don't do this too often, as you don't want to be seen as needy or insecure about your abilities**
4. **Identify your strengths and weaknesses. Don't be disheartened by what you can't do. Find ways to turn them into strengths instead**
5. **If there is something you don't like, then change it. However, go about this in the right way, i.e. being objective and preparing how to make this change constructively. Whether this means having a conversation with someone, or moving departments. Don't stay too unhappy for too long as this is demotivating. ■**