

# MARTA SIBERIO

## CONSULTING

WINTER 2011

Issue 3

### How to Strengthen Your Leadership with Coaching

A part of my practice involves working with senior leaders to develop their skills. For those of you uncertain about the benefits of coaching, I recommend the article "Personal Best" by Atul Gawande in the Oct. 3, 2011 issue of [The New Yorker](#). In my coaching work with leaders, we often focus on three areas of leadership practice that regularly result in significant shifts in performance.

#### Personal Mastery

I have coined a phrase to explain the deep and complex work involved in developing one's self mastery: P-C-C, Pause, Consider and Choose. Pause involves the often difficult work of stopping and acting intentionally rather than automatically. The next step is to examine one's thinking and identify the assumptions at work. Finally, the leader chooses how to respond. I work with leaders to understand these concepts and to design real life opportunities to practice PCC.

#### Increasing your Influence

Most leaders already have considerable ability to influence. The key to being more effective is to build a broad range of strategies and approaches. Storytelling is one powerful influence tool that I encourage leaders to develop. A resource for this work that I use is Annette Simmons' [Whoever Tells the Best Story Wins](#) which includes basic exercises for developing stories that effectively influence others.

#### Motivating Staff

Whether at the individual or team level, most leaders want to encourage staff to be engaged, collaborative and high-performing. One excellent way to accomplish this is by cultivating a culture of feedback in the organization or team. This gets increasingly difficult to do the more senior your leadership role; this [McKinsey Quarterly article](#) offers some concrete strategies for top executives to obtain feedback. I also work with leaders on ways to give effective feedback.



[Marta Siberio](#)

#### Dear Colleague,

I'd like to share some of the highlights of my work in 2011, as well as offer some tips and resources from my coaching work with leaders. Wishing you a peaceful and joyous New Year!

Best,  
Marta

### 2011 Project Highlights

#### Building Resilient Youth Leaders

Two of my strategic planning clients this year work to enhance the well being of disadvantaged young people. New Yorkers For Children supports programs that improve the lives of older youth in New York City foster care. The Red Hook Initiative works with young people in Red Hook, Brooklyn to teach skills that enhance their ability to take healthy risks, have a positive sense of self, and demonstrate self efficacy. Both of these organizations carefully considered how to define their outcomes in light of the current emphasis among funders and reformers on college readiness. One interesting approach to describing and measuring the less concrete but critical benefit of youth development work is described by Dr. Angela Lee Duckworth in this [TED Talk: True Grit: Can Perseverance be Taught?](#)

#### Women's Economic Security

The Women's Economic Security Campaign (WESC) is a Ford Foundation supported collaborative of four women's funds - Chicago Foundation for Women, The Washington Area Women's Foundation, the Women's Foundation of California and the Women's Foundation for a Greater Memphis, that influences policymakers to support policies that increase the ability of low income women to achieve economic security. I facilitated a day-long session in Memphis of the leadership of the funds to develop a plan of work for the next two years that builds on WESC's track record of action; [see WESC's take action toolkits](#) for accessible ways to make a difference for poor women.

#### Increasing Diversity in Healthcare

This fall I facilitated (for the second time) an annual planning retreat for New Connections, a national program of the Robert Wood Johnson Foundation (RWJF) that works to develop and retain a diverse group of health and healthcare related academics. New Connections awards grants and organizes conferences and other training opportunities for diverse researchers in the health and social science fields. New Connections scholars are also linked with foundation staff to expand the diversity of perspectives that inform RWJF program strategy and introduce new researchers and scholars to the Foundation.

#### Interesting Reading

To continue to improve your leadership, you must open yourself up to new learning experiences, and thus to your own vulnerability. The authors of ["Managing Yourself: The Paradox of Excellence"](#) offer ideas for how to do this effectively.

Time management is a recurring concern for most of us. This posting from the Study Hacks blog- ["If You're Busy, You're Doing Something Wrong: The Surprisingly Relaxed Lives of Elite Achievers"](#) - offers insights from very high achievers on how relaxation may be a key element to effectively using your time.

If you have not read this already, I highly recommend this top rated article in the Harvard Business Review: ["How Will You Measure Your Life?"](#) by Clayton M. Christensen. A particularly good read as you think about your intentions for the New Year!

Marta Siberio  
[Marta Siberio Consulting](#)