

RIM as an effective tool in Leadership Development

Jaroslav Průša

June 19, 2013

Foundation #1

Managers are human beings, too

So they have their own:

- Personal history, experience and ambitions
- Personal issues and worries
 - finance, work, health, family, relationships
- Limiting thoughts and beliefs
- Limiting feelings and emotional pains
- Limiting behaviors

Foundation #2

Yet, they live in a very specific world of business organizations

- Under pressure to keep improving business results
- Need to produce results through other people
- Dealing with complex issues and challenges beyond their up to now experience
- Constantly balancing conflicting demands & interests
- Making important decisions under conditions of ambiguity, uncertainty and risk
- Internal politics and rivalry
- The stakes are high, mistakes not tolerated
- Frequently results-driven rational thinkers
- Full range of emotions and need to control them

Foundation #3

RIM can help business leaders grow

- Dealing with existing emotions to regain perspective and calm down
- Gain insights into and release underlying patterns of limiting thoughts and beliefs, emotions and behavior
- Helps creating new empowering future
 - Inspired vision
 - Creating new neuropathways
 - Whole-brain decision making
- Resulting in
 - Increased self-awareness and deeper understanding
 - Restored balance, clarity of priorities and self-confidence
 - Heightened inner calm

The Experience

Two distinct perspectives

- In-company Leadership Development Program for middle managers (Branch managers + IT/marketing)
- Open LEADERSHIP AT THE HEART LEVEL program for senior (Board level) managers

LEADERSHIP DEVELOPMENT

In-company program for middle managers

RIM was an important part
of the total solution

Program details

Managerial position	Branch managers + IT + Marketing
Participants who completed the program	10
Program duration	9 months
Training modules	4
Coaching sessions per person	4
Participants with 2+ RIM sessions	9
Man / Women	4 / 6

Key issues

- Adverse relationship with senior management
- Adverse relationship with colleagues at peer level
- Performance improvement
- Hiring / Firing decision
- Dealing with difficult customer situation
- Making a presentation to senior int'l management
- Major change (career transition, maternity leave)
- High stress level
- Insecurity and fear in coping with high job demands
- Health

The participating managers accomplished significant personal growth

- Assuming full responsibility for their business and people development
- Improving communication and relationships with their superiors and colleagues
- Balancing their work and private lives
- Releasing their limiting beliefs and emotional pains
- Raising their self-assurance and self-confidence
- Becoming more trustworthy in the eyes of their colleagues and managers
- Trusting their own intuition
- Restoring their sense of inner calm
- Improving health

Example #1: Becoming a True Biz Leader

	Item	Before ¹⁾	After ¹⁾	Change [%]
1	Business Results / Sales			+86
2	Understanding	4	8	+100
3	Skills	6	8	+33
4	Self-confidence	2	8	+300
5	Motivation for change	8	8	0
6	Trustworthiness	5	8	+60
7	Deep level satisfaction	4	8	+100
8	Inner Calm	3	7	+133

¹⁾ Retrospective self-evaluation on a scale 1 to 10 (10 = desired level)

Example #2: Restoring Life Balance

Situation

- Responsibility for two branches (100 miles apart)
- Going for a maternity leave, appointing two new managers
- Amplified sense of responsibility: “I need to be back at work asap, or supporting my new branch managers from home”

Change

From	To
Anxiety to stay in touch and support the new managers	Letting go of worries and responsibility
Maternity as a career stopper	Maternity as a key life ‘project’ (creating new level relationships with her child and her husband)
Feeling worried	Feeling happy

LEADERSHIP AT THE HEART LEVEL

Open program for senior (Board level) managers

RIM was a single most important tool
when coping with major crises and
making true transition to the next level

Example #3: The Miracle of a Single Session

Situation

- In the midst of another round of corporate restructuring
- Responsibility for sales force reduction down to 50%
- Opening issue: dealing with a destructive, yet highly professional colleague and a friend

Change

From	To
Feeling overwhelmed and alone	Reconnecting with his wife at a deeper level
Feeling under constant pressure	Sense of balance and inner calm
Resistance to what's happening	Accepting whatever needs to come without resistance

Example #4: Spiritual Crisis

Situation

- Leading a reorganization of a regional management team (Europe, Middle East, Africa)
- Personal 'awakening' to fundamental issues, need to harmonize rational mind and inner wisdom
- Opening issue: "How to deal with a difficult personal situation?"

Change

From	To
Sense of hopelessness in face of changing corporate culture	Honoring own personal values when leading his team & Ability to live happier life
Inability to deal with challenging personal relationship situation	Trusting own inner wisdom when making difficult decisions

Example #5: Life Saving

Situation

- A highly ambitious, rational and guarded business owner
- His partners left the company with clients and sales team, he was left with costs and liabilities
- Will he survive?

Change

From	To
Money-first workaholic	Reconnecting with his wife & family Regular exercise, losing weight and looking ten years younger
Guarded and manipulative forceful behavior with emotional outbreaks	Inner calm Treating others with respect
Being a rational thinker	Opening self to own feelings, inner wisdom and Higher Power

Most beneficial RIM techniques

- Body sensing
- Resourcing (for safety and wisdom)
- Interpersonal dialoging with statement completion
- Lullaby
- Creating a Movie/Pictures

Learning #1

RIM technique is **an effective tool for leadership development** for it provides a true transformational experience that:

- Assists leaders in dealing with difficult situations
- Accelerates personal growth of a leader
 - increased awareness, self-assurance and self-confidence
 - releasing limiting beliefs, feelings, and behaviors
 - Increased capacity to make better decisions
- Helps strengthen core leadership foundations
 - life balance
 - inner calm
 - resilience when dealing with critical situations

Learning #2

- Even though in this particular in-company program for middle managers the organizational issues significantly affected focus of the participating managers (under stressful demands their NEED to KNOW the HOW grew) ...
- ... from the hindsight supported by additional studies of RIM I came to realize that **RIM could have been used more often** to facilitate the participants' personal growth even further ...
- ... as the **HOW can also come from the client's INTUITIVE mind** (as opposed to asking for advice or figuring out the answers through coaching questions)

Learning #3

- Even though senior managers can be tough cookies (always under stress, results-driven rational thinkers, concerned about privacy) ...
- ... who come only when they REALLY NEED to ...
- ... RIM can be a very effective way to help them ...
- ... when in hands of experienced RIM facilitator ...
- ... to whom they TRUST

Q & A



Thank You for Your Attention

Contact:

jaroslav.prusa@next-l.eu

GSM: +420 602 311 601