

SELF-MANAGEMENT AND THE MANAGER'S DAILY GRIND

We often fail to do what we actually wanted to. We are not committed enough, can't assert ourselves, or fail to delegate. But we always have an uneasy gut feeling in situations like this. Inner conflicts of this kind slow us down and impact our ability to perform. But how can a manager use their feelings in order to steer their behavior? The Zurich Resource Model as a self-management method provides the answers.

Industry: Financial services – Management training

The customer's problem

The customer was in a situation in which management tasks were to assume a greater significance. For this reason, the customer wanted to offer some training to its executives. The objective was to add more enjoyment to management work and to improve its effectiveness.

Theoretical principles

Executives often fail to do what they actually wanted to. For example, they don't give an employee negative feedback, although they know that this is actually necessary. Reasons for this are to be found in internal and motivational conflicts which also often take place in the unconscious. It is only when the executive brings the power of their unconsciousness into line with their consciousness that they can actually live their preferred leadership style. A method that approaches self-management taking the unconsciousness into consideration is the Zurich Resource Model by Dr. Maja Storch and Dr. Frank Krause.¹

Against the background briefly described here, effex's task was to design and hold executive training based on the Zurich Resource Model.

Practical implementation

The two-day executive training session focused on the topic of self-management in challenging situations. effex built the concept on three pillars: First, the executives worked consistently on their own case study. Second, they enhanced their knowledge and understanding for motivation processes. Third, they experienced all significant principles in the

¹ Storch, M., & Kuhl, J. (2012). *Die Kraft aus dem Selbst*. Bern: Huber; Krause, F., & Storch, M. (2010). *Ressourcen aktivieren mit dem Unbewussten*. Bern: Huber; Storch, M., & Krause, F. (2007). *Selbstmanagement – ressourcenorientiert: Grundlagen und Trainingsmanual für die Arbeit mit dem Zürcher Ressourcen Modell (ZRM)* (4. überab. und erw. Aufl.), Bern: Huber.

CASE STUDY
CHANGING BEHAVIOR - KNOWING HOW

form of experiments on their own persons. For example, they experienced in an impressive experiment, in which the group was divided into two parts, that unconscious signals have a direct effect on performance and behavior. It was not until the executives had, for example, experienced and understood the effect of signals themselves that they concentrated on signals sent by their own unconsciousness. The establishment of a personal management style was based, among other things, on methods also used in professional sports.

Impact

Just one month later, the participants reported on their initial successes in transfer calls. For example, negative feedback was from then on immediately reported back in a constructive manner, or they had been able to assert themselves in meetings that they had previously left with an uneasy gut feeling.