



Closing Doors Brilliantly

Ann Golden Eglé, MCC October 2012

Choosing to end a partnership, job, relationship or even behavior is difficult and riddled with potential hazards. This is one of the most agonizing decisions to face an emerging leader.

As you dedicate your life to becoming the best that you can be, you must leave certain things behind: people, places or experiences that no longer serve you.

The challenge is twofold: you either procrastinate until your situation is no longer bearable, or rush into it before its time has come. Both scenarios can cause irreparable collateral damage.

Sure, some disappointing situations will work themselves out in time. It's up to you to assess the cost (emotional, financial or professional) of waiting and hoping things will get better.

While potentially agonizing, closing doors can also be quite exhilarating.

Learn from masters of 'closing doors' like my client Harvey. He has moved forward from three high level positions and fired numerous individuals while on his path to CEO.

Harvey proudly claims that every impressive firm he's left was in better shape than when he arrived. Every associate he's had to let go has 'thanked' him. They either landed on their feet in better positions or grew through adhering to his wise feedback.

I've seen the art of 'closing doors' performed both miserably and brilliantly through the eyes of my executive clients and through my own experiences. Here are my **Top Seven Tips** for you to close a door you've been procrastinating *brilliantly*.

- 1. **Intuition.** Trust that little voice inside before it yells. Your initial intuitive feelings that something is not right provide valuable information. Pay attention to early signs. If appropriate, discuss your observations with the individual to stop a pebble from becoming a boulder. Perhaps the pebble is within you, not someone or something else?
- 2. **Empathy.** What has changed with this individual, the situation or with you? Is this growing disappointment temporary or permanent? Is there a need to slow down and look deeper? Is closing this door the kindest, most effective way to move forward?
- 3. **Timing.** After my CBN article on 'bullying' last month I heard from readers who then confronted their situation with great success. Waiting too long to expose an injustice or a door that needs closing is not beneficial to anyone involved, certainly not you.
- 4. **Ownership.** Take an appropriate amount of ownership, but not all. A common mistake new leaders make is in taking too much ownership of an unworkable situation (as in feeling that they failed the company or direct report). The other person involved likely knows they are at fault but is not courageous enough to admit it.

- 5. **Honesty.** Honest confrontations are tough; they take insight, experience, practice and compassion. Still, it is imperative that you are honest with yourself and others involved. This is not a time to play games, be manipulative or misleading. Make this a learning opportunity for all involved.
- 6. **Expectations.** Set specific expectations. Are you closing the door or requesting explicit changes? I often hear clients return from a confrontation with superiors bewildered, not knowing if they've just been fired or merely reprimanded.
- 7. **Next Steps.** Look optimistically toward the future. If you've just fired someone, suggest what they may do next. If you are leaving a job or situation explore opportunities that lie ahead for whoever is being left behind.

Closing a door is not for the weak of heart. It is an act of courage, knowing that something greater lies ahead.

I happen to love closing doors in anticipation of what's next. However the process can be painful for all parties if not well thought out and executed brilliantly.

If you have a passion to thoroughly enjoy your life through being the best you can be, I challenge you to stop tolerating what is no longer supporting you. *Close that door* and move into what will honor you most.

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