



Reasonable People. Untenable Situations.

By Dr. Stacy Feiner
Published in Psychology Today

What happens when reasonable people create untenable situations?

Before **Rick** hung up on Friday from our weekly coaching call, he said, "This is a lot more complicated than I thought it would be." Rick was referring to running his family's business. Since taking over as CEO last summer, Rick has come to realize what is really meant by, *the buck stops here*. Rick can describe to people what he wants done and how he wants it done, but is absolutely dumbfounded at how difficult it is to get people to get things done.

When **Rachel** took over the company from her father, she spent more than a year doing damage control every time her father swooped in unannounced, set off false alarms, and put everyone on edge until he swooped out again.

Sister and brother, **Cathy** and **Grant**, had a knack for finding the precise solutions to tough business problems when they worked together. They would offer solutions to business problems that proved them ready to take over but in the end their father dispersed the credit to the whole team rendering their contributions virtually invisible.



STACY FEINER, PsyD
Business Psychologist
216-315-3155
stacy@stacyfeiner.com
www.stacyfeiner.com

Jim was teetering on failure due to a promise he made to his mother when he took over her company. The low performance of the employees who his mother insisted he keep was pulling the company down and weakening his credibility.

These complex and emotionally charged dynamics cannot be fixed with legal contracts and financial agreements, and they do not get answered at conferences or training events. It takes a different approach all together. You must look inward.

Rising above untenable situations and out of intense emotional confusion often requires a maturity beyond your years. Like it or not, the choices you make are extensions of what your heart feels and your mind believes. Ironically, you could live your whole life without understanding how your inner self determines what you do and say. Exploring and examining your own beliefs, aspirations and intentions, increases your self-awareness, and accelerates your growth and emotional maturity.

So to lead powerfully and effectively, you must look at your internal experiences to discover how to guide your choices and drive your actions. Looking inward ultimately brings you the necessary insight to understand yourself and connect with others – to lead. Taking accountability as a leader today means knowing yourself and the essence of who you are: what drives you, what motivates you, what compels you to take on the enormous and life changing experience of running your own company. Be a better leader by exploring what makes you tick. After all, you're not just learning a job; you're leading a generation.

ABOUT THE AUTHOR

"When you start a conversation with Stacy, prepare to be engaged."

Dr. Stacy Feiner is a business psychologist & coach. Stacy's distinctive coaching method brings psychology and the responsibilities of leadership to the forefront of business, so owners get the results they want faster. Her approach improves complex dynamics within owner-operated companies, family businesses, management teams, and boards. Stacy's latest book is *Talent Mindset: The Business Owner's Guide to Building Bench Strength*.