

Value Adding #30



Enjoyable business partnerships

September - December 2001

Welcome to AnD Consulting's staying in touch newsletter.

In **Learning Moments** Des explores cooperation. In **Did You Know?** Kate explains AnD Consulting's transition to a virtual team. In **The Power of Vision** you can read a testimonial from a satisfied Learning Retreat Customer. The Yin/Yang of Level 5 leadership is the topic of our **And/Both Story**.

Learning Moments

Des writes: Recently, as I was thinking about cooperation, I thought, "well why not?" Then I got to thinking about how difficult I have found it to do.

In particular, I was thinking about women and my continued inability to understand them. Then I had a brilliant idea - what if women are a different species from us men and that within these 2 different species we are all individuals! So, no wonder I've found it difficult to cooperate - given that I hardly understand men, let alone women!

This led me to question the beliefs I had acquired as I grew up. As I wrote in an earlier edition, some of the more stupid one's I got from the hierarchical world of the Christian Brothers, eg 'Men are right' and 'Men make the money'. To be able to live in a networking world and cooperate with people different from me I had to learn new beliefs such as, 'Support others' and 'Value peoples' differences'.

It has been tempting for me to reject hierarchy altogether and immerse myself in this networking world. However I have come to realise it's an and/both as appropriate. So, it is appropriate for me to choose behaviour of a hierarchical nature when dealing with things, like the GST, and to choose the behaviour of cooperation when dealing with people.

Did You Know?

AnD Consulting is in business to support learning and to help leaders create organisations which value people and the bottom line. The service we offer is Leadership Coaching.

As our longer term readers will know, the founders of AnD Consulting, Des Ryan and Kate Ramsay have been providing Leadership Coaching to learners for over a decade. Since the forced retirement of Des due to ill health, Kate has been continuing to commute from Northern NSW to provide this service in Adelaide, Melbourne, Sydney and Brisbane.

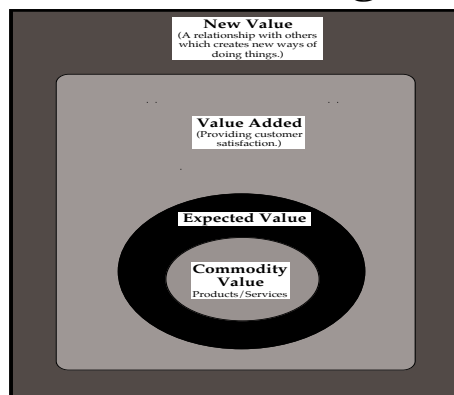
Now we are excited to announce the transition of the business. The catalyst for this transition is not a happy one - Kate needs to be at home more to care for Des. However, like with many things in life, out of adversity comes innovation.

And the innovation for AnD Consulting is that, rather than Kate being the sole coach, AnD is now a virtual organisation of interdependent coaches.

Throughout 2001 Kate has been coaching people in a process called 'Coach the Coach in Leadership Coaching' and there are now experienced people in Adelaide, Melbourne and Sydney who are proficient in the AnD Consulting Leadership Coaching methodology and who are the AnD virtual team.

The expected value of AnD Consulting remains the same - a tried and true process of coaching which works! The value adds are diversity and choice. Kate will sustain all customer relationships and will link people with an AnD

Value Adding



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coach appropriate to individual need. The AnD coaches will receive ongoing supervision and support from Kate, so AnD's customers will now get a face to face coach who is chosen to meet their unique needs and the influence of Kate's extensive coaching experience in the background - two for the price of one if you like!

This means AnD Consulting can now handle more coaching referrals than Kate's travel schedule has allowed - so give us a call to learn more about this new value!

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The Power of Vision

Debbie West, an IT Manager at Orica, had a Learning Retreat at Byrongerry early in June this year during which she worked on her vision. She had this to say about the experience:

*"We are unlikely to hit a target we cannot see."
Kate, thanks for helping me see my vision, write it down and put the structure around it. I now have a target I cannot miss. Kate and Des, thanks for sharing your wonderful place, great company and wonderful friendship. Thanks to Tess* for company on my walks and to Owen* for the wonderful vistas he has created that make Byrongerry such a special place. The space and time to reflect in such beautiful surroundings has set me up for my journey.*

*Tess is our kelpie / border collie dog and Owen is the third member of the Byrongerry team.

Check out our website
www.bayweb.com.au/learningretreat
and plan a Learning Retreat soon!

And/Both Story

The idea of the Yin / Yang of Level 5 Leadership comes from an article in the January 2001 Harvard Business Review (HBR) written by Jim Collins, management researcher and co-author of the book Built to Last.

In the article, called Level 5 Leadership, The Triumph of Humility and Fierce Resolve, Collins summarised the findings of a five year study in which he and his 22 research assistants found only 11 companies out of 1,435 studied which went from "good-to-great" based on some tough

criteria which included relative stock prices.

Collins found one consistently differentiating factor in the leaders of these 11 companies that went from "good-to-great" which made them what he called Level 5 leaders. This differentiating factor was a paradoxical combination of personal humility and professional will - a study in duality: modest and willful, shy and fearless.

Collins summarised this paradox (or And / Both) of modest and willful and shy and fearless as the Yin and Yang of Level 5 leaders as follows:

Personal Humility - The Yin

Demonstrates a compelling modesty, shunning public adulation; never boastful.

Acts with quiet, calm determination; relies principally on inspired standards, not inspiring charisma, to motivate.

Channels ambition into the company, not the self; sets up successors for even more greatness in the next generation.

Looks in the the mirror, not out the window, to apportion responsibility for poor results, never blaming other people, external factors, or bad luck.

And the Yang - Professional Will

Creates superb results, a clear catalyst in the transition from good to great.

Demonstrates an unwavering resolve to do whatever must be done to produce the best long-term results, no matter how difficult.

Sets the standard of building an enduring great company, will settle for nothing less.

Looks out the window, not in the mirror, to apportion credit for the success of the company - to other people, external factors, and good luck.

The ideas in this HBR article will appear in Collins' new book Good to Great which will be published by HarperBusiness.

Meanwhile, the Yin / Yang of Level 5 leadership gives us a pretty confronting check list to reflect upon.