



KATE RAMSAY AND THE A#D COACHES WELCOME YOU TO OUR STAYING IN TOUCH NEWSLETTER.

In **Learnable Moments** in this edition we pose the question, Why should anyone be led by you? In **Did You Know?** we give a link to a website that trawls the media for good news stories and share what a recent coaching client had to say about their experience. In **Meet the AnD Coaches** we re-introduce you to us. Our **Good Read** in this edition is 'an oldie but a goody' about leadership and is also the source of our **AnD Story**.

Learnable Moments

Kate writes: A colleague has forwarded me a number of articles on leadership and I'm enjoying trawling them for new ideas that I can share with my leadership coaching clients and use in my blogs and this newsletter. One caught my eye this morning. Called *Why Should Anyone Be Led by You?*, it was written by Robert Goffee and Gareth Jones and appeared in the September-October, 2000 edition of the Harvard Business Review.

The article includes an insert headed **Leadership: A Small History of a Big Topic** that I found fascinating. It maps the history of leadership from the Rationalist Revolution and the Enlightenment in the 18th century through the "belief in progress and in the perfectibility of man," and Max Weber and Sigmund Freud in the 19th century. The 20th century saw Trait Theory in the 1920s and Style Theory in the 1940s. Recent leadership thinking is described as "contingency theory" in which the appropriate leadership style is situational. The authors agree yet lament, "Given there are endless contingencies in life, there are endless varieties of leadership. So once again, the beleaguered executive looking for a model ... is hopelessly lost."

Goffee and Jones have cherry picked aspects of past and current leadership theories to create what they believe are the four essential qualities of leadership:

Everyone agrees that leaders need vision, energy, authority, and strategic direction. That goes without saying. But we've discovered that inspirational leaders also share four unexpected qualities:

- **They selectively show their weaknesses.** By exposing some vulnerability, they reveal their approachability and humanity.

- **They rely heavily on intuition to gauge the appropriate timing and course of their actions.** Their ability to collect and interpret soft data helps them know just when and how to act.
- **They manage employees with "tough empathy".** They empathize passionately and realistically with people, and they care intensely about the work their employees do.
- **They reveal their differences.** They capitalize on what's unique about themselves.

The article includes examples of these four qualities in action. It's well worth a read and gives much food for thought for both established and emerging leaders.

Did You Know?

Good news stories

Since a friend recommended it, I've been going to the link <http://odewire.com/> as I munch my breakfast. The Odewire website tells us that it:

Presents news to inspire intelligent optimists. Our unique wire is constantly refreshed by an automated system that combines advanced semantic technology with the guidance of our editorial staff. Around the clock and around the world, OdeWire is always looking at the most authoritative news sources for stories that focus on solutions rather than problems, and on positive changes rather than negative ones. Unlike other news sources that are over-weighted with negativity, OdeWire contributes to a more balanced media diet.

Yes, in my experience it surely does! For example, OdeWire's current lead article is about the benefits of Buddhist wisdom during difficult times. So if you regard yourself as an 'Intelligent Optimist' I recommend you take a look.

A client testimonial

Here's what a recent client had to say at the completion of their contract of Leadership Coaching sessions with an AnD Coach:

The leadership coaching has been an opportunity to think about my job instead of just doing it. It has made me aware of my strengths and areas that would benefit from some attention.

I believe I have benefited greatly from the coaching and can also see long-term benefit as I continue to work on reflective practice.

My coach was very good at drawing ideas out from me that I had not considered and also bringing to my attention things I was already doing but had not identified.

To find out more about AnD's Leadership Coaching process go to the **What we offer** page at <http://andconsulting.org/>

Meet the AnD Coaches

AnD Consulting is best described as a virtual organisation with its hub at Byrongserry, inland from Byron Bay. Kate Ramsay is the Managing Director and lead coach and supporting her are ten Associate Coaches who are based in Melbourne, Sydney, Canberra and Northern NSW. Each is accredited in AnD's Leadership Coaching methodology and some are also accredited in Vision and Learning Group coaching. Our photos and bios are on the **About us** page at <http://andconsulting.org/>

A Good Read

We've called this 'an oldie but a goody' in our intro. because this book was published in 2001 which, in management and leadership think, makes it a little dated. Written by Jim Collins **Good to Great: Why Some Companies Make the Leap .. and Other Don't** (HarperBusiness) describes the research in which he and his team studied 1,435 companies that appeared on the Fortune 500 from 1965 and 1995. Only eleven of these met their "good-to-great" criteria.

Case studies are used to illustrate that each of these top eleven companies were led by a 'Level 5 Executive' who "builds enduring greatness through a paradoxical combination of personal humility plus professional will".

They also list the other factors that their research showed these Level 5 Executives had in common including:

1. They attend to people first and strategy second.
2. They maintain absolute faith that they will prevail in the end.
3. They understand what their company can be the best at, how their economics work best, and what best ignites the passions of their people.
4. They avoid jumping on new technology bandwagons, yet are pioneers in the application of carefully selected technologies
5. They display three forms of discipline: disciplined people, disciplined thought, and disciplined action.
6. They select superb successors.

As to how to become a Level 5 Leader: Collins says some people are born with the capability and then with "self-reflection, a mentor, loving parents, and a significant life experience, or other factors – the seed can develop." More bad news for the "beleaguered executive" (already referred to on page one) looking for a leadership framework to follow, but a good read nonetheless.

An AnD Story

AnD Consulting is named to represent an and/both way of thinking and being in the world.

We need go no further than the good read above for this edition's AnD Story because Collins says that Level 5 Leaders are a "study in duality: modest and wilful, shy and fearless". He uses the Eastern philosophy of Yin and Yang to describe this duality, eg Level 5 Leaders:

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

And they

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

We at AnD believe that a compelling vision for the future for both work and whole of life is the key to embracing an and/both way. Curious for more? Give Kate a call.