

Value Adding



Enjoyable business partnerships

January - March 1995

Kate Ramsay and Des Ryan wish you a happy and learning filled 1995 and welcome you to the fourth edition of Value Adding - AnD Consulting's quick and easy-to-read newsletter.

In this edition, in **LEARNING MOMENTS** we explore our learning from holiday activities and reading.

In **VALUE ADDING IN INDUSTRY** you can read how coaching and visioning can add value.

The **DID YOU KNOW?** column gives progress on our Bali Learning Centre and announces learning seminars on Managing in Complexity during 1995.

LEARNING MOMENTS

Des can now add scuba diving to his C.V. Having acquired his diving certificate and with the help of three buddies he tackled the deeps of Jervis Bay. Along with experiencing the fun of playing in a 'new' environment he also had an 'aha' (insight).

He realised that there are not only skills and knowledge involved in choosing to play the role of a scuba diver, there is also the fear of moving from one state to another. To overcome this fear he knew that having a buddy was essential. So, he thought, why not apply this 'aha' to the role of a learner?

Kate used the summer break to improve her skill at body surfing. With the help of newly acquired fins and wetsuit she took to the surf. After missing wave after wave by submitting

to her fear she had an 'aha'. The sight of the wave looming overhead caused her to dive under the wave instead of riding it. Once she learned to choose a wave and then start swimming without looking back, some wonderful rides resulted. This 'aha' reminded her of the importance of having a compelling vision of the exhilaration of riding a wave to overcome her fear of the power of the wave.

The generic application of these insights followed - commit to a compelling vision of the future, acknowledge that you are involved in changing your state, get support and then get on with it with eyes focussed on what's ahead rather than looking back and becoming immobilised by fear.

What were your 'aha's' of the holiday period?

Included in our holiday reading (along with a swag of thrillers) was **Complexity - The Emergence of Science at the Edge of Order and Chaos** in which M. Mitchell Waldrop tells the story of the founding of the Santa Fe

Institute as a place for exploring the sciences of complexity. It is a gripping read for those ready to celebrate the decline of Newton and embrace a world of complexity.

Our reading of **Complexity** and our post read talks led to an 'aha' about what a world of complexity means for those managing in 1995 and beyond.

First we talked about the need for managing diversity in Australian organisations. That we

This 'aha' led her to understand the importance of having a compelling vision

are the second most culturally diverse nation in the world (Israel being the first) and that over 50% of graduates from Australian higher education institutions are now female seemed two indicators of this need.

Then we discussed how managers have to declare that their organisation exists in complexity to sustain outcomes in diversity, quality and performance.

At this point an 'aha' burst upon us. Managing in complexity involves changing our paradigm from:

*** Predictability to complexity**

We agreed that this is a 'big ask' and that while people in places like the Santa Fe Institute do the philosophical thinking on complexity, places like AnD Consulting's learning centres are important for supporting people who are learning how to manage in complexity.

VALUE ADDING IN INDUSTRY

"I'm not overly reflective so coaching adds enormous value for me. In business it is easy to get totally absorbed and not step back and question the strategic issues," Jan Roberts said at an interview about how coaching has added value for her. Having spent the past 14 years in corporate human resources positions, Jan recently moved to Corporate Vision, a consultancy specialising in the people side of organisational change.

Jan first started coaching in 1989 and she continues to take regular time out for this disciplined reflection. Coaching has enabled her to address the fundamental issues about who she is and what's important to her in life. This relationship enables her to make choices about her ability to make the best possible contribution and at the same time sustain a high level of enjoyment in her life.

Her vision, mission and values, developed in coaching, provided the value added when Jan had a career dilemma to resolve. "Being really

clear about my vision and values made it an easy decision to leave the corporate world and move into consulting. At a coaching session I listed the advantages and disadvantages of the corporate versus consulting roles. Although the corporation was offering a significantly higher salary, the consulting role 'won' 35 to 5 because I could see there was a real fit between me and the mission of Corporate Vision."

And where to from here for Jan Roberts?

"The way I'm living my life, the nature of the work I'm doing and the organisation I'm working for feel more congruent with my values than ever before. I'm savouring the moment. My vision continues to provide the possibility for the future, energising me around what I'm passionate about. And I see coaching as an ongoing part of my life and an investment I'll continue to make."

DID YOU KNOW?

The Bali Learning Centre is to be called Tanah Umum, meaning Common Ground in Indonesian. An artist friend has created the initial concept and Kate's son is now working on the next stage of the drawings. The design is Balinese style based on a mandala.

We have booked a house at Semenyak in Bali from April 14 and May 11 to serve as our interim learning centre while we search for the land on which to build.

Our goal for Tanah Umum is to:

- ☛ attract people who are having a go at managing in complexity
- ☛ offer support and encouragement to these people
- ☛ research what managing in complexity means
- ☛ provide learning relationships (one on one or team).

Kate and Des will be holding their first **Learning Seminar: Managing in Complexity** in Sydney on March 1.

He thinks are eight pre-requisites for a person to become a learner. They are:

- Philosophical: What does your world look like?
- Intellectual: What do you know?
- Emotional: How do you feel about yourselves?
- Physical: Are you able to do what needs to be done?
- Personal Direction: Do you have a compelling picture of a future state?
- Social: How do you relate with others?
- Financial : Are you able to achieve your economic dreams?
- Spiritual: What do we value and believe?