

Value Adding



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Kate Ramsay and Des Ryan once again welcome you to Value Adding - AnD Consulting's quick and easy-to-read newsletter written this time under the palm trees of Lalu Village in Bali.

In this edition, **Learnable Moments** tells a Kate and Des travel story about the value of agreeing to some ground rules when embarking on a shared goal and explores different types of organisations. In **Value Adding in Industry** you can read how a knowhow professional adds value to her customers and in the **Did You Know?** column are progress reports on the Bali Learning Centre and AnD Consulting's coaching so far this year.

LEARNABLE MOMENTS

(i) A Kate and Des travel story

Harmony does not always prevail when Des and Kate drive together. So, having decided to hire a car to visit a friend at Balian Beach on the South West coast of Bali, we spent time clarifying our goal and roles (Kate as driver, Des as navigator) and agreeing on our travelling ground rules (shared assumptions).

Driving in Bali requires a different set of skills from those learned in the freeway and traffic light world of Australia. The roads are narrow and winding, the edges are dusty or muddy and frequented by mangey dogs, chickens, children on wobbly bikes and women carrying large loads on their heads. The cars, buses and trucks of all sizes are interwoven with hundreds of motor bikes, some ridden by one or two people, but many by families of up to four. All courteously toot their way past other vehicles whether on blind bends, approaching hills or in the face of oncoming traffic.

Apart from some early enquiries about Kate's use of the gears, Des stuck to his agreement not to give her any driving 'tips' along the way, although he did grip the dash board quite firmly at a few interesting moments.

For Kate, the first time Des said he had no idea where we were was the hardest. Then, each subsequent time that he repeated this fact, she found she got better at focussing on trust rather than panic. On his explanation that he navigated by gestalt, "By having a sense of our location in relation to the whole rather than the specific," she silently worked at feeling reassured by this. And when he said, "Turn left here, this is it," her faith in navigation by gestalt was complete.

That we arrived at Balian Beach and returned home safely and in harmony taught us the value of sticking to our agreed ground rules to stop any old driving and navigating assumptions getting in the way.

(ii) Organisational types

An **industrial organisation** is driven by exploitation, organised around hierarchy and produces goods and services.

A **marketing organisation** is driven by style, organised around a centralised information system and produces service.

A **knowhow organisation** is driven by achievement, organised around problems/individuals and produces one-off solutions.

A **quality organisation** is driven by learning, is organised around experimentation and produces appropriate relationships.

LEARNABLE MOMENTS Cont'd.

Each type of organisation can produce performance (customer satisfaction) depending on the demands of its market.

Which form of organisation are you with?

Is it producing the financial results you require?

Is it supporting you personally?

If not, have you the courage, the support and the knowhow to change it?

VALUE ADDING IN INDUSTRY

How a knowhow professional adds value

"This probably sounds funny, but the way I add value for my customers is by pricking their consciences," said Maxine Cooper, Managing Director of MCA P/L, a Melbourne based social research consultancy. MCA looks at the social implications of environmental projects for the private sector and all tiers of government.

For example, MCA did research for some shopping centre developers on how their development would affect the local amenities and what the residents would say. As well, they encouraged the developers to think about their responsibility for the safety aspects of the development.

After many years research experience Maxine Cooper can justifiably claim that her strength is in helping communities clarify what their neighbourhood means to them and pricking the consciences of developers to ensure they are sensitive to these community views.

"We recently worked for the residents of a leafy Melbourne suburban street where developers planned to build a several storied apartment block. We helped the residents clarify their values in relation to their neighbourhood and then negotiated with the developers to adapt their plans accordingly," explained Maxine as another example of how MCA adds value to their customers.

"Funnily enough," she laughed, "they seem to like having their consciences pricked by us,

because they keep coming back for more!"

DID YOU KNOW?

(i) Progress report on Tanah Umum (common ground)

We have chosen Lalu Village, a place where people 'smile with their eyes and their hearts' as the place for Tanah Umum (our learning centre in the Asian region) for the next 2-3 years. This choice satisfies our dream in the short term while we continue our search for land on which to build a more permanent learning centre.

Tanah Umum is in a quiet, palm tree filled compound a short walk from the surf, the shops and the action of Kuta-Legian. It is made up of either two self contained, private apartments or one huge Balinese style villa. It has access to full telecommunication facilities, a resident masseur and a pool large enough for a vigorous swim.

We opened Tanah Umum on April 28 in time for a Melbourne client to enjoy it. Tanah Umum can accommodate you too for coaching; whether you are travelling alone, with a friend, lover or your family.

(ii) Coaching update

During our co-coaching in Bali, Des and Kate spent time on:

Reflection: For example, thinking about AnD's achievements of the first third of 1995 showed us that we have had around fifty learning contracts for coaching in personal mastery. This has included working with leaders, knowhow managers and knowhow professionals. We feel proud of this!

Insights: For example, one of Kate's insights has been that her old 'not OK' assumptions show up when she spends time in industrial environments. Des' insight sees him agreeing on ground rules (shared assumptions) at the start of each coaching session. This agreement helps clients understand the power of old assumptions and their influence on change.