

Value Adding

#21

A n D

Enjoyable business partnerships

April - June 1999

Kate Ramsay and Des Ryan welcome you to AnD Consulting's newsletter. Please note our new postal address and home office numbers.

In this edition in **Did You Know?** we announce the creation of a leaders' retreat in the Byron Shire and name the winner of AnD's 1999 Scholarship. **Learning Moments** explains the idea of 'and/both', and in **Living with Vision** you will read how we added new value to one of our customers by supporting her in creating her vision. In **A Good Read** you will read about a text on the value of emotional intelligence in a service economy.

Did You Know?

i The Byron Sanctuary

We are thrilled to announce that our dream for a leaders' retreat is now a reality.

In the lush green hills 20km west of Byron Bay you will now find The Byron Sanctuary. On 12 acres of undulating land with tropical plants and rain forest leading to a flowing creek is a self contained house which we have created as a safe place for people to come. With only the sounds of the birds to break the tranquility it is a place for reflection, a place for visioning or a place to just be.

So why not think about when you might take a few supportive and reflective tax-advantaged days out at The Byron Sanctuary?

ii And the Winner is ...

The 1999 AnD Scholars are Deb and Mal Pascoe for their joint submission on what leadership means to them. The scholarship gives them four days at The Byron Sanctuary with Leadership Coaching sessions from Des and Kate.

Learning Moments

Des was recently commissioned to write an article

on what and/both is about and, since people often ask why our business is called AnD Consulting, he decided to share the article with you, our readers.

Those of us in positions of power have been conditioned to a universal mindset. We are the products of Aristotle and Plato and believe there is a right and wrong answer to everything.

However, we are now experiencing situations where this universal (either/or) world view is letting us down. Cricket matches only being played over 3-5 days was an example of the application of this universal world view.

'As we approach the 21st century we are faced with this dilemma ...'

I first discovered a new way of looking at the world back in 1976 when I was working for the South Australian TAFE, a bureaucracy then steeped in the righteousness of the universal world view. The catalyst for my awakening to a situational view of the world was reading Hersey and Blanchard's One Minute Manager series.

In a situational world view behaviour is founded on the beliefs underlying pragmatism, and is summarised by the phrase 'if it works do it'. The innovations associated with one-day cricket are an example of the application of a situational world view.

Australian enterprises can currently be divided into two types; the first, called commodity providers, are driven by a universal world view and the second, called customer satisfiers, are driven by a situational world view.

Commodity providing enterprises apply a universal world view in that they tell their customers what they can have. Such enterprises are driven by managers and exploit people. Henry Ford's "They can have any colour car they like as long as it's black" was a striking example of a universal mindset.

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Customer satisfying enterprises apply the situational world view because they begin by asking customers what they want. They are led by leaders, build loyalty with their people and add value to their customers.

As we approach the complexity of the 21st century we are faced with the dilemma of either hanging onto our belief in the truth of a universal world view or adopting the pragmatism associated with a situational mindset.

We can resolve this dilemma by focusing on our purpose and using an and/both mindset to make the appropriate choice in each situation. By applying this and/both mindset in organisations, we can create enterprises which provide both commodities and service to our customers.

Since my awakening to a situational world view back in 1976 I have been endeavouring to live my life in and /both ways. So, when Kate and I were merging our businesses in 1994, we agreed to call the new business AnD Consulting to represent this and /both way of being.

Living with Vision

Elizabeth Joyner who, at the time of writing, was a training manager in a corporation writes:

"I can clearly remember saying to Kate at one of my Leadership Coaching sessions, "Kate, I have a good job, a beautiful house and a loving partner, all the things I hoped I would have. Why do I feel empty, as though there must be something more?"

My Mum would have told me it was time I had children but Kate asked about my goals. The resulting discussion made me realise that I had nebulous goals, such as to be happy and to be healthy, but nothing concrete. So we agreed to work on my vision.

This process took three sessions during which we highlighted my values to ensure they were aligned with my vision. The climax was the visualisation process. Kate guided me through a visualisation of my life in the year 2004. This was amazing. I was there in the scene, it was vivid and it was surprising. A career I had not thought of, a new home and friends I have had for years all came together in a very clear picture.

I formulated goals around this vision and I have achieved so much since that day over 18 months ago. I am 15kg lighter (I was wearing a Country Road outfit in my vision and at the time I could not fit into Country Road clothes). I have been studying Interior Design at night for 18 months and am about to do a 4 months course at the Inchbald School of Design in London.

Although many opportunities to fulfill my vision just seem to present themselves (still to my amazement), there are also times when I have to make sacrifices and work hard to stay on track; so there are days when I curse this bloody vision that won't let me take the easy road!

Yes, marriage and children are in my vision (Mum will be pleased!) and so are lots of other things. I can replay the 'vision movie' in my head at any time and every day I give thanks for the gift of my vision."

A Good Read

In Working With Emotional Intelligence (Bloomsbury. Great Britain. 1998.) Daniel Goleman relates the ideas explored in his first book, Emotional Intelligence, to the workplace.

Goleman uses the term emotional intelligence (EI) to describe our abilities distinct from, yet complementary to, our academic intelligence (IQ)). We all know people with a high IQ who are interpersonally inept. The notion of EI gives us a language to describe those added qualities which make for rounded human beings and indeed, for effective leaders.

In this second book Goleman lists the personal competencies which determine how we manage ourselves and the social competencies which determine how we relate with others. He then applies these to work based case studies and clearly demonstrates how, in a service economy, we need a healthy mix of IQ and /both EI.

The book could be shorter for the busy reader. However, if you're looking to flex your leadership muscles by honing your emotional competencies, it's a good read.