

Value Adding #22



Enjoyable business partnerships

July - September 1999

Kate Ramsay and Des Ryan welcome you to AnD Consulting's newsletter.

In this edition **Learning Moments** explores the idea of responsibility. In **Did You Know?** you can read how AnD Consulting's Leaders' Retreat is our way of supporting people as they discover what living responsibly means to them. In **A Good Read** is a text containing essays on the leader of the future. And, in a new section, which will now be a regular feature in our newsletter, are some of 'And' Stories.

Learning Moments

During the last ten years we have had many conversations about the concept of leadership and we think the following goes somewhere towards defining what leadership is.

Leadership is about having a vision and the courage to implement different things.

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Having a vision captures the 'outside the square' nature of leadership because, by definition, a vision is a state beyond the individual's current status quo.

The core value which leaders need as they action their vision is that of responsibility. If a person wants to be a 'leader in action' then they must develop an awareness of their vision, values and beliefs so that they are able to choose an action they can live with for every situation they find themselves in.

An example of how we can all take responsibility and so be 'leaders in action' is in relation to the environment. It is so easy to say that the effects of such things as air and water pollution are insurmountable and that we cannot possibly make a difference.

However, if we take the time to compost our perishable rubbish and recycle as much of our unperishable rubbish as possible it has been shown

that this can and does make a difference to the health of our environment.

Did You Know?

The Byron Leaders' Retreat

At the Byron Leaders' Retreat a desire to think 'outside the square' is the means of entry because it is a place for reflection. It is a place for solitude. It is a place for some uninterrupted time. It is a time to think about strategies for implementing your vision. It is a place for receiving unconditional support as you experiment with what living responsibly means to you.

The Byron Leaders' Retreat is all of these and much more because it is both a place and a process. The place is a beautiful self contained studio on our property in the hills of the Byron Shire. The process is time out for reflection and the support of Leadership Coaching and

Visioning sessions with Kate and Des.

And our humble vision is that the Byron Leaders' Retreat will be our small contribution to increasing the number of Australians courageous enough to stand up and be counted as leaders.

A Good Read

It seems that publishers of books on leadership have finally got it that leaders have precious little time to read because The Leaders of the Future (Jossey-Bass) is a series of short, accessible essays written by such luminaries as Charles Handy, Peter Senge and Edgar Schein. Edited by the Drucker Foundation, it is a book about the future quality of our lives, our businesses, our organisations and our society, and the leadership required to move us into the unknown of the new millennium. The contributors give insights and directions on ways to become effective leaders for the organisations of tomorrow.



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'And' Stories

Kate writes:

Whenever I explain that our business is called AnD Consulting in support of a philosophy of and/both rather than a mindset of either/or, I notice people's eyes glazing over as they nod and say "How interesting". So we decided that a way we could add value to our readers was by having a regular column in this newsletter with stories that bring alive the concept of 'and'.

We call it synchronicity up here in the new Age World of the Byron Shire (where I am writing this piece) but, call it what you will, once we had made this decision, I began noticing 'and' examples all over the place.

First, in The Leader of the Future, the recommended good read on the front page of this newsletter, Charles Handy's essay is called The New Language of Organizing and Its Implications for Leaders. Handy describes what he believes are the necessary attributes for leaders in this new way of organising.

In our language, Handy is saying that leaders in this new way of organising need to be 'and' people because they require:

- *A belief in themselves and a decent sense of doubt;*
- *A passion for the job and an awareness of others' worlds, and*
- *A love of people and a capacity for aloneness.*

Then in the Australian's June Review of Books, which I was recently reading over my morning cup of tea, I spotted a review by Rob Ferguson (of Banker's Trust fame) of Thomas Friedman's book The Lexus and The Olive Tree (HarperCollins).

Ferguson quotes Friedman's analysis of the challenge for us all in having an 'and' mindset by thinking globally and acting locally:

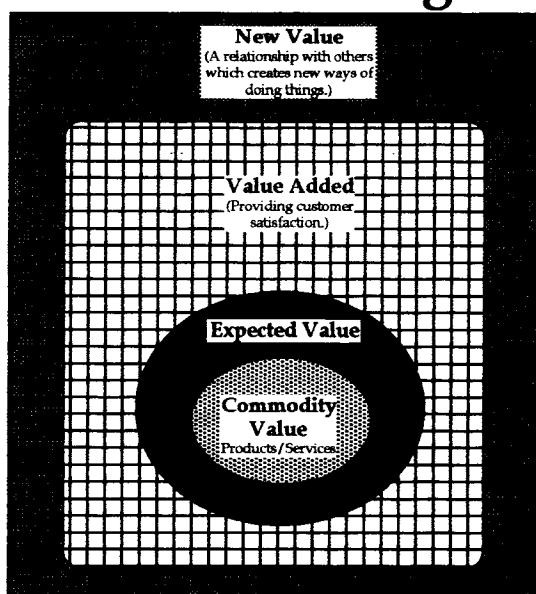
The challenge in this era of globalisation, for all of us, is to find a healthy balance between preserving a sense of identity, home and community and doing what it takes to survive within the globalisation system.

And just this morning, during the time I allocate as my creative writing time, Julia Cameron in her book The Artist's Way - A Course in Discovering and Recovering your Creative Self (Pan Books) spoke most poignantly to me when I read that:

Most blocked creatives carry unacknowledged either/or reasoning that stands between them and their work. To become unblocked we must recognize our either/or thinking. "I can either be romantically happy or an artist." "I can either be financially successful or an artist." It is possible, quite possible, to be both an artist and romantically fulfilled. It is quite possible to be an artist and financially successful.

This third 'and' story has a confronting and a reassuring message to me.

Value Adding



For several years now I have been rationalising that I cannot be a successful leadership coach with a rigorous travel schedule and a creative writer. Cameron tells me that this is my 'blocked creative' giving me permission not to write. So, thanks to Cameron's message to shift to an 'and' mindset, one of my affirmations has now become, "I am a successful leadership coach and a creative writer." Here's hoping!

We would encourage you to be on the lookout for examples of 'and' in your world and to reflect on how they might free you from some either/or thinking - and we would welcome them as 'and' stories in future newsletters if you care to share them with us!