

# Value

## Adding #26



Enjoyable business partnerships

July - September 2000

Kate Ramsay and Des Ryan welcome you to AnD Consulting's newsletter. It comes with a postcard promoting our Learning Retreat - look us up on our website - or, better still, come and see for yourself!

In **Learning Moments** Des explores the nature of win/win agreements and **A Good Read** refers to an article about achieving win/win agreements in business. In **Did You Know?** we write about the value of Leadership Coaching in the current business environment and **Living with Vision** shows an example of the power of vision with a story of someone who has far exceeded the career vision they set for themselves.

### Learning Moments

Recently, having had a frustrating win/lose experience with one of our large airlines (I lost!), I was thinking about the process of reaching win/win agreements.

A friend of mine who is involved with the Landmark Forum tells me that one of the concepts used in the Forum is that our past becomes our future unless we consciously choose a future of our own making.

To do this we must examine our conditioned beliefs and choose only those which are appropriate to a future of our own making.

I agree with this sentiment. It reminds me of Peter Senge's admonition to 'suspend your beliefs'.

For example, I know I was conditioned in the belief that win/lose was the only way to resolve conflict and that I had to be the winner. In order for me to achieve win/win outcomes, I have had to suspend this belief and choose one which says win/win outcomes are sometimes, indeed often, appropriate.

Bringing to the light of day and surrendering long held beliefs is tough going. To get support in creating an alternative future is why some people

choose to attend programs like the Landmark Forum and why both Kate and I choose to have regular coaching sessions ourselves and are passionate about our work as Leadership Coaches. In the safe, supportive environment of a coaching session, both we and our clients can do the hard work of identifying and suspending outmoded beliefs and replacing them with new beliefs which are appropriate to our current reality and our chosen future. We can then commit to experimenting with new behaviours consistent with these new beliefs.

With my new beliefs about conflict in place, I now choose to work towards resolving conflicts with win/win outcomes.

One step towards achieving win/win agreements is the act of generous listening. This is about me listening to what the other person has to say while seeing them as different from me rather than being the same. This enables me to get a sense of where they are coming from.

This is the workings of win/win, whether it is between two people over the back fence or two countries in conflict over trade arrangements.

### A Good Read

In the April edition of **Executive Excellence** (published by Prospect Publishing at 02-9439 6077) is an article on **Enabling Win-win** in business. Stuart Kliman says executives who want to negotiate win/win agreements need to both develop processes and tools which enable such an approach and to coach their people in negotiating in a collaborative way.

Kliman lists seven key collaborative guidelines for what he calls a Joint-Gains Approach. These include ensuring two-way communication, clarifying interests not position, and inventing options for mutual gain.



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## Did You Know?

Have you noticed how many people are now offering themselves as coaches and how many more people are accessing the services of a coach?

When we at AnD Consulting positioned ourselves as Coaches to Leaders in the early '90s our first challenge was to convince people of the value of coaching. We no longer need to do this because the value of such a service is now well recognised.

In fact in an article in the September, '99 edition of Executive Excellence, Kevin Cashman says: *Coaching facilitates optimal growth in ourselves and others, directly impacts bottom-line performance, improves the retention of key people and enhances change in managers.*

At AnD Consulting we use an action learning approach in our coaching. We support our clients to become leaders/learners. That is, to have a vision, to reflect on those issues preventing them from living their vision and, from the insights gained from their reflections, to experiment with new behaviours appropriate to their vision.

If your company is pursuing a value adding strategy you will need leaders/learners to achieve this strategy and they will need the support of leadership coaching to provide them with professional companionship while they do the tough work of challenging their old paradigms.

## Living with Vision

Mary Keely, Executive General Manager, Human Resources for Pacific Dunlop writes:

*I first met with Kate Ramsay of AnD Consulting in 1994 when I was in a middle management role with Coca-Cola Amatil (CCA). I knew I needed help to sort out where my career was going and I hoped it would also help me overcome, or get around, a few obstacles which were starting to appear for me at CCA.*

*Kate took me through a visioning process in which I enunciated my personal and career goals, five years out. At that time I considered I was good at goal setting. I'd made the transition from teacher to trainer of long-term*

*unemployed adults to personnel consultant and then in 1990 to my first Human Resources (HR) Management appointment with Westpac. By 1994 I had relocated to Sydney, changed companies and found myself in a start up HR role in the corporate head office of CCA.*

*What I realised from the visioning process was that I had been focussed on getting to where I was, but hadn't said to myself "How far can I go career wise and how much effort am I prepared to put in to get there? The vision I created in 1994 was to head up the HR function of a small to medium sized organisation. I assumed this would not be at CCA because I saw the head of HR role at CCA as a HUGE job in a very large organisation. At that stage, CCA had approximately 15,000 employees world wide.*

**Vision without action is  
merely a dream  
Action without vision just  
passes time  
Vision with action can  
change the world!**

*In 1996 I was appointed National HR Manager for CCA's Vending Division, and in 1997 Head of Human Resources for CCA, NSW which had 1000 employees and a profit of \$93m. in 1998.*

*After six years at CCA I decided to move on and in 1999 I achieved my career vision when I was appointed General Manager, Human Resources for Pacific Brands, a division of Pacific Dunlop. In this role I was responsible for HR strategy and delivery for a business with revenues of \$1.3bn. in sales, profit of \$94m. in 1999 and close to 5000 employees. One of the first things I did after settling in to the role was to tell Kate Ramsay how important I believed she had been in helping me to achieve my career vision.*

*Then, on 1st June 2000, I was appointed Executive General Manager, Human Resources for Pacific Dunlop. This is a business with \$6bn. in sales, a profit of \$200m. in 1999 and about 37,000 employees globally. I report to the Managing Director and am on the Executive Committee.*

*With the appointment to this role I have exceeded my original career vision, because this is indeed a HUGE role and Pacific Dunlop (whilst not a 'stockmarket darling' right now) is a very large organisation.*

*The next time I saw Kate, the champagne flowed! This is what is possible, this is the power of vision!*

