

Value

Adding #29

Enjoyable business partnerships

May - August 2001

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

In **Learning Moments** Des explores the nature of collaboration and in **Did You Know?** Kate announces some changes at AnD Consulting and quotes the experiences of a recent Learning Retreat client. This edition's **And Story** comes from a global CEO who advocates approaching the opportunities of the net economy as "and's" rather than "or's", and in **A Good Read** we recommend a simple parable about how to deal effectively with change.

AnD in Learning Moments

Des writes:

Recently I was thinking about collaboration and its simile, the win/win response.

Each of us has our own view of things according to our beliefs; these are our tools for interpretation, and as such give us a personal explanation of life's events. Given we each bring our own set of these tools of interpretation to our interactions with others, it is no wonder that conflict abounds in the world!

Added to this, most men are conditioned to be hierarchical and most women to be networkers. Both are 'right' yet both are 'wrong' because neither of these approaches will lead us to win/win responses.

To achieve win/win responses takes great courage because it requires us to challenge our deeply held beliefs and our past conditioning. This is the province of learners and requires us to have a vision for our future and a commitment to experimenting with new behaviours in order to achieve our vision and achieve win/win outcomes with others in our world.

In my view, unless we see the world in this 'and' way then it is impossible to achieve collaboration.

AnD Did You Know?

Kate writes: At last! Leadership coaching is official, because the Sydney Morning Herald (SMH) says so! The lead story in the Money & Business section of the Easter SMH said that leadership coaching helps people develop their emotional intelligence and so become effective leaders now that the old command and control approach no longer works.

I have decided to use the timing of this SMH article to celebrate the fact that Des Ryan began leadership coaching in the late '80s and so to honour him as being a man way ahead of his time.

I have also chosen to link the timing of this SMH article with announcing some internal restructuring of our business to accommodate Des' current needs. As some of you already know, Des has a rare neurological condition called Corticobasal Degeneration which is slowly rendering him physically and speech disabled.

In spite of this, it is business as usual at AnD Consulting except that Des is no longer a director of the company. However he is still my leadership coach and conceptual mentor (yes, he continues to be a brilliant coach and an outside the square thinker) and I am the one out there coaching you, AnD's clients.

A Learning Retreat at Byrongerry, our property in the Byron Shire is still very much an option. In fact here is what Josephine Maxwell, a Legal Counsel at Accenture, had to say about her Learning Retreat early in January:

Cloud House at Byrongerry, a perfect place for the floating world of my mind to settle and focus. A stop that I delayed making for quite a while but one which anyone who has worked with Kate and Des realises is well worth making as it consolidates, extends, reinforces and promotes learning.

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Of course it is beautiful. That is a given.

However the intimacy of the living world, both plant and animal, unsettled this suburban dweller. An issue around unlocked spaces also unsettled this deadlock and security door inhabitant. In spite of these minor setbacks, I found that by removing myself from my usual space I was able to develop my vision with a much keener eye.

Three months later and I am consolidating the foundations of my vision. When I want to call up my learning experience during my day I only have to say to myself, "I have nothing to fear but fear itself" and I regain focus and continue.

Including a Learning Retreat as part of my journey has highlighted to me the importance of retreat as a clearing house for my mind and body. Forget float tanks or hot air balloons. A Learning Retreat at Cloud House offers a unique floating experience amongst the tree canopy.

AnD An AnD Story

Carly Fiorina, president and CEO of Hewlett-Packard advocates that successful companies will harness the power of both their fears and desires to fuel best thinking, to energise people and to leapfrog competition.

In an article in the August 2000 edition of Executive Excellence, Fiorina tells the story of Leonardo da Vinci approaching a dark cave and feeling overcome by the conflicting emotions of fear and desire - fear of what was inside the mysterious and threatening cave and a desire to see whether there was something miraculous and wonderful in the cave.

Fiorina says that these two emotions, fear and desire, have much to teach us about how to adapt to the new net economy and to the challenges, promises and threats of technology.

Fiorina says of fear:

Fear can be a good emotion. Fear can help us be more pragmatic, hold us in check, allow us to think clearly about the strategies that we must use to succeed. But fear can also hold us back. Fear of failure. Fear of making a mistake. Fear of the unknown. Fear of taking risks. Such fear can paralyse us and cause companies

to stop when they should go forward.

And she says of desire:

Desire can be a wonderful motivator to act. It can cause us to do things, boldly, with imagination and courage. It can cause us to make choices that we would otherwise not make. And yet, desire must be disciplined. We see some of the downside of desire today in many dot.com companies. Too much desire can turn into destructive greed, can blind us to strategy, to pragmatism, to reality.

Fiorina says that leaders need to make an honest assessment of both their deepest fears and their most fervent desires as they approach the net economy. She concludes by saying:

Fear and desire. Survival and success. Preservation and reinvention. Appliances, infrastructure, e-services. We must grapple with the tug from each of these poles as the net economy blazes along. But if we are inventive, if we look at opportunities, if we approach opportunities as "and's" rather than "or's", and invent new solutions there, and if we take responsibility for fostering the culture of invention within our companies, we can shape the next phase of the economy and thrive in it.

AnD A Good Read

Kate writes: A simple story with an impactful message on change is how I would describe Who Moved My Cheese? by Dr. Spencer Johnson (Random House, Australia, 2000).

Using 'cheese' as a metaphor for what we want in life both at work and at play and a 'maze' as where we look for what we want, the book shows us how to anticipate change, how to adapt to change, how to enjoy change and how to be ready to change quickly, again and again.

There are simple yet profound messages dotted throughout the story such as:

Old Beliefs Do Not Lead You To New Cheese
and

Noticing Small Changes Early Helps You To Adapt To Bigger Changes That Are To Come

This little book only takes about an hour to read and we recommend it as a quick reminder of how to find your new 'cheese' in the 'maze' of life.