

Value Adding #33



October - December 2002

Kate Ramsay welcomes you to AnD's newsletter.

In this edition, **Learning Moments** is about the what and the how of emotional intelligence. **Did You Know?** begins with news about the AnD Brand, then explores the value of Learning Teams, cites a text on Leadership Coaching and ends with a Learning Retreat testimonial. In **Meet the AnD Coaches**, you will meet two more of AnD's Associate Coaches and **A Good Read** in this edition is about John Ralston Saul's book Equilibrium.

Learning Moments

As those of you who have experienced the AnD Leadership Coaching methodology will know, our coaching sessions start with the Checking In step of the Learning Map. I always used to ask the Checking In question "How are you feeling?" to which some people would say "What do you mean?" I found this perplexing because, as a high feeling person, it seemed strange that they wouldn't know how they were feeling. Now that I have come to realise that some people are challenged by a feeling question, I ask clients how they are travelling or what space they are in today, by way of helping them check in with themselves.

So what is Emotional Intelligence?

Being able to get in touch with how we are feeling is one key aspect of being emotionally intelligent and, the good news is, that where we are blessed with our IQ from birth, we can learn to hone our emotional intelligence.

You are probably by now familiar with the idea that emotional intelligence (EI) is increasingly being seen to be as important for effective leadership as technical competence and a reasonable IQ.

In a journal article, Lisa Gardner and Con Stough from the Psychology Research Unit at Swinburne University of Technology explore EI in relation to leadership. In the article they use Daniel Goleman's definition of EI as "the ability to recognise and regulate emotions both within the self and others".

Through their research on EI in leadership Gardner and Stough conclude that:

Emotionally intelligent leaders are thought to be happier and

more committed to their organisation, achieve greater success, perform better in the workplace, take advantage of and use positive emotions to envision major improvements in organisational functioning and use emotions to improve their decision making and instill a sense of enthusiasm, trust and co-operation in other employees through interpersonal relationships.

Not bad skills and qualities for leadership, don't you agree?

So, how can we assess EI?

There is now an Australian instrument available to measure workplace emotional intelligence. A team at Swinburne (including Garner and Stough) has developed an instrument called the Swinburne University Emotional Intelligence Test (SUEIT). For more information, contact Swinburne.

Did You Know?

(i) The AnD Brand

AnD Consulting has its own domain name and my email address is now kate@andconsulting.org and our website is now www.andconsulting.org.

(ii) Learning Team Coaching

One aspect of being emotionally intelligent is the ability to enquire within and examine the beliefs underlying our behaviours. The deeper learning in one on one coaching is about helping people unearth old beliefs that are no longer relevant to who and what they are. People in teams can do this learning too, and this is the purpose of learning team coaching.

Learning teams are ideal for management teams and special interest groups (such as high potential women) wanting to support each other while learning the use of dialogue to help improve personal and team effectiveness.

Here's what Katie Spearritt of Hewlett Packard, an AnD Learning Team member, has to say about her experience of being in a learning team:

A group of senior women meet second monthly to review our 'light on the hill' and look at our current dilemmas in a safe, supportive environment. Being a part of this learning team

has had a huge impact on my professional and personal development.

I have written a one pager about the What, Why, Who for and How of the AnD approach to learning team coaching. Let me know if you'd like a copy.

(iii) Leadership Coaching

Of course there are some issues that most people do not feel comfortable raising in a team setting and this is the value of the confidential environment of a one on one coaching relationship.

An article in the June 2002 issue of the Harvard Business Review by Ronald A. Heifetz and Mary Linsky called A Survival Guide for Leaders recommends, among other things, that leaders have what they call a confidant and what we call a leadership coach. They write:

You need a confidant, someone you can talk to about what's in your heart and on your mind without fear of being judged or betrayed. Once the undigested mess is on the table, you can begin to separate .. what is worthwhile from what is simply venting. The confidant can also pump you up when you're down and pull you back to earth when you start taking praise too seriously. But don't confuse confidants with allies; instead of supporting your current initiatives, a confidant simply supports you.

'Simply supporting' leaders is the core purpose of AnD's Leadership Coaching methodology.

(iv) Learning Retreat Testimonial

Here's what Sue Morphet, General Manager of Bonds, had to say about her recent Learning Retreat at Byrongerry in the Byron Shire:

Thankyou Kate and Des for the opportunity to indulge in some personal space. I just stopped! Thankyou Kate for your help to guide my brain to a position of confidence in dealing with my new challenges. I'm feeling quite excited by the prospect ahead; walking new paths to achieve my goals. Also, thankyou Cloud House - you sheltered me well!

You only need to take three nights out of your busy world to enjoy a restoring experience like Sue Morphet has just had. Look us up: www.andconsulting.org

Meet the AnD Coaches

AnD Consulting is now an organisation of associate coaches in Sydney, Melbourne, Adelaide and the Byron Shire. In this edition you meet:

Diana Ryall from Sydney:

Diana brings to her role as a Leadership Coach a strong background in business, leadership and education.

Diana was Managing Director of Apple Australia from December 1997 until October 2001 when she chose to expand her involvement in Australian business as a coach/mentor. During her time as Managing Director, Diana was well respected for her role in the IT industry and for her company leadership.

Diana's work background also includes leadership roles in sales, marketing, customer support, training and business development within Australia and overseas.

Diana's strength as a coach is in helping people with their strategic thinking and the ability to coach other Managing Directors and business leaders from her experience as one.

Andrew Wu from Sydney:

Andrew has extensive experience in coaching senior managers from many organisations, including: Lend Lease, Westpac, Sun Microsystems Australia, Perpetual, Macquarie Bank, Austar, BT Financial Group, MLC, Southcorp, Freehills, PowerTel and Telstra.

Andrew is a registered psychologist, has an MBA and has worked in various senior line management positions. He has proven experience in facilitating, executive leadership development and coaching, organisational and team effectiveness, and strategic business creation.

Andrew's major strength lies in his ability to use his practical skills and experience in assisting his coaching clients to develop themselves, their staff and their organisations.

A Good Read

I can't pretend to have read it all and I don't pretend to have understood all of what I have read. Nevertheless I believe John Ralston Saul's book Equilibrium (Penguin 2002) is not only a good read but also an important one.

Saul explores the qualities of Common Sense, Ethics, Imagination, Intuition, Memory and Reason and argues that these are most effective when they are recognized as of equal, universal value - hence the title. Saul invites us to ask ourselves how we can use these qualities as positive forces in our own lives - and in our society.

I am finding it a timely book because of its practical approach to what we can do to foster an ethical society at a time when many of us are feeling increasing angst about the state of our world, yet a sense of helplessness about what to do about it.