

VALUE ADDING

How coaching adds value to business and life!



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KATE RAMSAY AND THE AND COACHES WELCOME YOU TO OUR STAYING IN TOUCH NEWSLETTER.

In **Learning Moments** are some questions, myths and traps for those of you who coach others to have a think about. In **Did You Know?** we invite you to consider the value of our New Year Process for Teams workshop and cite a testimonial from a Learning Retreat client. In **A Good Read** we recommend two texts that explore the character of leadership and our **AnD Story** in this edition is about the nature of paradox.

LEARNING MOMENTS

Kate writes: I found the following questions, myths and traps such a valuable focus for some self-reflection about my coaching practice that I am choosing to share them in the hope that those of you who coach others, be that in either a formal or informal capacity, might find them similarly helpful. They come from Coaching with NLP – How to be a Master Coach by Joseph O'Connor and Andrea Lages. I would encourage you to make yourself a hot drink and take a few quiet moments to reflect on the following:

- Why do I coach?
- What do I learn about others and myself through my coaching?
- What makes me uncomfortable when I am coaching?
- What do I find hard to understand about people when I coach them and what does this tell me about myself?
- What beliefs of mine tend to be challenged when I coach?
- What do I learn about my relationships with others from coaching?
- When am I most effective as a coach?
- Am I providing a role model of the qualities I am expecting of my coachees?

Next, some coaching myths to challenge yourself with:

- I have to make a difference each time I coach.
- The coachee has to like me.

- I am responsible for the coachee in some way.
- I have to share their problem and feel with the coachee.
- I have to know something of the client's business to do business coaching.
- I must not confront the coachee.
- I have to keep control of the coaching process.

And finally, four traps for you to be mindful of avoiding when coaching: One-upping (mine's bigger than yours), judging, psychoanalysing and commanding.

DID YOU KNOW?

AnD's New Year Process for Teams

We have chosen to promote the attached process earlier this year to give you more lead time to consider planning this four hour workshop into the start up of your 2008. The process was initially developed for the AnD Team to stop us from falling into the trap of diving into the busyness of a new year straight after our summer holidays without taking the time to celebrate the achievements and reflect on the learning of the past year.

The purpose of the New Year Process for Teams is for you and your team to be facilitated through a process that will enable you to name and celebrate your key achievements, and articulate your key learning from 2007 and then to explore your core values and intentions for 2008 in the context of these reflections.

For more information contact Kate at kate@andconsulting.org or on 0418 164 260.

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Learning Retreat Testimonial

Lyndall Jones, a senior HR practitioner from Sydney had this to say about her stay at Byrongerry in the hills inland from Byron Bay earlier this year:

Thankyou so much for sharing this beautiful place with me. I have found the journey of my time here profound. I return to Sydney focused, refreshed and optimistic.

For more information see the Learning Retreat pages at www.andconsulting.org and to book some time to be similarly refreshed contact Kate.

TWO GOOD READS

The two things I really like about the first Good Read in this edition are that the book researches Australian leaders and that it stresses the importance of the character attributes of leadership rather than their skills and competencies.

In [The Character of Leadership - What works for Australian leaders – making it work for you](#) (Wiley Qld. 2006) the authors James Sarros, Brian Cooper, Anne Hartican (a friend of AnD's) and Carolyn Barker present a model of the attributes of leadership character which includes such things as fairness, compassion, humility, courage and integrity.

In the first three chapters the authors explain their research process. In the subsequent chapters they take the reader through the seventeen character attributes of their model using case studies and leader profiles to illustrate each in action. At the end of the book you can complete your character profile and compare this with those of the leaders in the survey.

The second Good Read is the Masters Thesis of Deborah Pascoe (also a friend of AnD's). Called [Shadows and Light – an Exploration of Leadership Betrayal](#) Deborah's thesis explores, through a psychoanalytical lens, the experience of leaders who make tough decisions that impact themselves and their followers. She uses the term 'virtuous betrayal' to describe scenarios where leaders make decisions that result in followers feeling disenfranchised, maybe even betrayed, and that in some instances lead to the loss of employment for some.

Deborah interviewed six leaders who had implemented a

decision that fitted her description of a virtuous betrayal. In only a minority of her sample did the leaders allow themselves to deeply feel how their decision affected their followers. Most protected themselves through rationalising the benefit of their action to their organization and by staying focussed and busy rather than allowing themselves to feel the pain of those impacted which, had they so done, could have enabled them to use the experience for deep learning.

Space prevents me from including Deborah's example of Churchill's virtuous betrayal of the people of Coventry during World War II. However I have a pdf copy of her work and Deborah's permission to share her excellent and thought provoking thesis with others. Let me know if you would like a copy.

I recommend [The Character of Leadership](#) and its model of the attributes of leadership character as a valuable framework for leaders to apply to themselves. However Deborah's thesis has led me to believe that, to be a truly great leader, a further characteristic is needed – that of vulnerability. The last sentence of her thesis gently invites leaders to do just this:

Perhaps it requires us as leaders to take a first step, a little willingness to step into our true selves, to be human where in the act of vulnerability we become invulnerable and to see that in our defencelessness our safety lies.

AN AND STORY

This sutra on the nature of paradox taken from the Book of Tao, reminds us of the and/both nature of life:

Whenever the most beautiful is perceived, ugliness arises, the least beautiful. Whenever good is perceived, evil exists, its natural opposite.

Thus, perception involves opposites: reality and fantasy are opposing thoughts; difficult and simple oppose in degree, long and short oppose in distance; high and low oppose in height, shrill and deep oppose in tone; before and after oppose in sequence.

The truly wise accept this and they work diligently without allegiance to words. They teach by doing, not by saying; are genuinely helpful, not discriminating; are positive, not possessive; do not proclaim their accomplishments, and because they do not proclaim them credit for them can never be taken away

A message to our politicians perchance.