

# VALUE ADDING

How coaching adds value to business and life!

EDITION #50 MAY–AUGUST 2008

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

In this our 50th edition our **Learning Moment** describes a model for managers about when to coach. In **Did You Know?** you can read about a business with services both 'high tech and high touch'. Our **Good Read** is a message to CEOs about the financial imperative of investing in their people. We then cite a testimonial from someone who has invested in a **Learning Retreat** and we close with the wisdom of **Albert Einstein**.

### LEARNING MOMENTS

Kate writes:

Now that coaching is well and truly on the radar screen there is pressure on managers to coach their people rather than telling them what to do. However, like any other management tool, coaching is not a panacea for all situations, so I was grateful when a client showed me a model that suggests when it is appropriate for a manager to coach a team member and when it is not.

Devised by Professor Tony Grant of the School of Coaching Psychology at Sydney University, the model has one axis for autonomy, which Grant describes as "freedom to make decisions", and the other axis for ability, that Grant describes as "Motivation + Skill + Knowledge".

Grant suggests that when a team member is low in both autonomy and ability it is appropriate for their manager to be the decision maker and to tell them what to do. As a person's autonomy and ability grow, the manager can become an arbiter and use what Grant calls, "We discuss, I decide". As the team member further develops the manager can partner them using, "We discuss, We decide". It is when a team member has a high degree of autonomy and ability that coaching is appropriate – Grant's, "We discuss/They decide". When a team member is at peak autonomy and ability they decide and the manager needs only support.

This model makes real sense to me and I hope it proves helpful for those of you who lead a team of people.

### DID YOU KNOW?

While staying at my sister's not long ago I was startled

to hear a voice 'saying' from her laptop, "the kettle's on". My sister explained that this was the signal for us to join her neighbour for a cup of tea. The phrase 'high tech/high touch' came to mind because my sister and her neighbour were using 'high tech' Skype on their laptops to communicate with each other about the three of us getting together for one of life's tried and true ways for we humans to connect – a pot of tea!

I recently had the pleasure of being a guest speaker at a members' lunch of a relatively new business that is a great example of 'high tech/high touch'. It is called The Inspiring Womens Group and has been established by Cate McDonald and Pam Seccombe. *They invite women to Join a unique community of everyday, like-minded women who gather together to support and inspire each other on their journey to turning their dream into reality!*

I have chosen to describe their business as 'high tech/high touch' because their services include both 'high touch' processes such as personal development workshops and what they call Connect Events (like the lunch I attended) and 'high tech' online tele-seminars on a broad range of topics. This means that members are able to network with, and learn from each other, in both face-to-face and online ways.

If you would like to know more about The Inspiring Womens Group check out their website at [www.theinspiringwomensgroup.com](http://www.theinspiringwomensgroup.com) or email them at [info@theinspiringwomensgroup.com](mailto:info@theinspiringwomensgroup.com)

### A GOOD READ

Instead of a book we are recommending a newspaper article in this edition. Headed **CEOs, cash in on your**

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staff by being good to them it was written by finance writer Ross Gittins in the April 25 – 27 Weekend Edition of the Sydney Morning Herald. Edition of the Sydney Morning Herald. I am used to Gittins advising me on money matters so was surprised and delighted that he had deviated from his usual focus because this article is a wake up call to CEOs about the importance of investing in their people through the so called 'soft' human resource (HR) areas.

Gittins' article refers to a paper published in 2007 in *The Journal Of Economic Perspectives* by Jeffrey Pfeffer, a professor of organisational behaviour at Stanford Graduate School of Business. Pfeffer writes that "a truly enormous body of research from a number of countries shows that how people are managed affects the quality, profitability, productivity and total return to shareholders".

Pfeffer recommends five HR practices that he suggests will provide CEOs with return on investment but which Gittins posits are not "exactly flavour-of-the-month with the present breed of super-macho CEOs":

- Investment in learning & development (L & D),
- Sharing of information,
- Decentralised decision-making and self-managed teams,
- Rewards dependent on individual, group and organisational performance, and
- Employment security with expectations of a long-term employment relationship.

Pfeffer's primary argument about the value of these 5 practices is that, if people are developed and feel supported, involved, rewarded and secure, they in turn give back through what he calls reciprocity.

For example, on investment in L & D, Pfeffer suggests that this not only improves peoples' performance, it also creates a sense of reciprocity. Pfeffer: *If an employer has invested in an employee that employee will feel some obligation to reciprocate that investment with greater effort and commitment.* Further, sharing information signifies trust that in turn is likely to be reciprocated. Decentralised

decision-making also signals trust, again creating a commitment to reciprocity in people by enabling them to use information and training to enhance the effectiveness of what they do.

In terms of employment security, Gittins challenges the financial sense of the current trend in downsizing and redundancy payouts. Gittins: *The human obsession with reciprocity means that, in the absence of companies making long-term commitment to their workforce, that workforce isn't likely to take a long-term view of its attachment to the firm or feel much loyalty to it.*

Compelling stuff and there's much more, including Gittins' views on why he believes what he calls "money-driven CEOs" are losing out if they fail to invest in their people. See [smh.com.au](http://smh.com.au)

## LEARNING RETREAT TESTIMONIAL

An IT executive recently invested in herself by taking time out for an AnD Learning Retreat. She had this to say about her experience:

*Thankyou Kate for making this such a relaxed, rich and rewarding time for me. I came feeling quite 'rung out' and am leaving much refreshed and restored. This is a most special and cherishing environment. Thankyou for being such a wonderful hostess and appropriate coach.*

To find out how to invest in yourself at a Learning Retreat at Byrongerry in the hills inland from Byron Bay see [www.andconsulting.org](http://www.andconsulting.org)

## WISDOM FROM ALBERT EINSTEIN

*A human being is a part of the whole, called by us "Universe", a part limited in time and space. He (sic) experiences himself, his thoughts and feelings as something separated from the rest, a kind of optical delusion of his consciousness. This delusion is a kind of prison for us, restricting us to our personal desires and to affection for a few persons nearest to us.*

*Our task must be to free ourselves from this prison by widening our circle of compassion to embrace all living creatures and the whole of nature in its beauty. Nobody is able to achieve this completely but the striving for such achievement is in itself a part of the liberation and a foundation for inner security.*