

# VALUE ADDING

How coaching adds value to business and life!

EDITION #52 AUTUMN 2009

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

This edition's **Learning Moments** aligns a tool from the AnD coaching tool kit with the work of Eckhart Tolle. **In Did You Know?** is the evaluation of our coaching services in 2008 and a Learning Retreat testimonial. Our **Good Read** is on authentic leadership. The **AnD Story** urges leaders to remain focussed on the people agenda in the current economic crisis and we close with the Chinese word for wise person.

## LEARNING MOMENTS

**Kate writes:** Many of our readers will have used the Slipped DISC tool in an AnD coaching session. It is the most frequently used tool in our coaching tool kit and its purpose is to build clients' self-confidence. The tool works by helping identify, then change, self-limiting messages to positive thinking. It is based on the work of Ellis' Rational Emotive Behavioural Therapy that is at the core of the positive psychology movement.

**In A New Earth – Awakening to Your Life's Purpose** Eckhart Tolle (Penguin 2005) analyses what happens to cause negative thoughts and feelings and explores the impact these have. On page 136 Tolle writes:

*Negative emotions are toxic to the body and interfere with its harmonious functioning. Fear, anxiety, anger, bearing a grudge, .. hatred or intense dislike, jealousy, envy all disrupt the energy flow through the body and affect the heart, digestion... and so on.*

Tolle suggests that we develop negative emotions from a "vicious cycle" of unexamined thoughts and feelings that in turn give rise to negative thinking and negative feelings. He suggests that this cycle has its origins in our past conditioning, usually from early childhood.

Tolle describes this kind of negative thinking as "unspoken, unconscious assumptions". The Slipped DISC model calls it Negative Self-Talk. Whatever it's called it can sabotage the success of our effectiveness in all sorts of unwelcome ways and we have seen many exciting breakthroughs for clients who have used this simple, yet effective tool (attached).

## DID YOU KNOW?

### 1. THE VALUE OF AND'S COACHING SERVICES

Our coaching clients are invited to complete an evaluation at the end of their coaching contract. We rated an average

score of 9.3 out of a possible 10 from those clients who responded in 2008.

The support we offer in our coaching includes help with: Direction Setting, Insights, Emotional Intelligence, Disciplined Reflection, Taking Action, Prioritising, Support and Feedback. The evaluation asks respondents to rate these and in 2008 they rated Insights most highly, followed by the value they gained from Disciplined Reflection and Direction Setting.

Of the value research has shown that organizations can gain from investing in coaching for their people, our 2008 respondents rated improved communication most highly followed by increased productivity and quality.

We AnD Coaches were paid many compliments from respondents. One example from a high potential emerging leader who paid for their own coaching:

*Coaching is the best investment I have ever made! I now realise the importance of investing time, money and thought in myself. It has helped me channel energy and thought into useful activities in a disciplined manner. I think it also helped me come to terms with my role within an organization, without compromising who I am.*

### 2. LEARNING RETREAT TESTIMONIAL

The co-director of an IT business rated by BRW as one of the fastest growing small businesses in Australia had this to say about her Learning Retreat:

*I came for clarity, vision and wellbeing - a tall order. Cloud House, Byrongerry and Kate Ramsay are a powerful and magical combination. I leave with my three boxes ticked, and my heart full. Thank you from the bottom of it.*

See [www.andconsulting.org](http://www.andconsulting.org) for information about an AnD Learning Retreat.

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## A GOOD READ

An article from the February 2007 edition of the Harvard Business Review is this edition's good read. Titled **Discovering Your Authentic Leadership** it is co-authored by Bill George, Peter Sims, Andrew McLean, and Diana Mayer. The article begins by describing authentic leaders as those who:

*Demonstrate a passion for their purpose, practice their values consistently, and lead with their hearts as well as their heads. They establish long-term, meaningful relationships and have the self-discipline to get results. They know who they are.*

The article asks "How can people become and remain authentic leaders?" In a survey of 125 successful leaders from diverse backgrounds and age groups the authors found no universal characteristics, skills or qualities that led to success. Instead the common theme was that the leadership of those surveyed emerged from their self exploration: by testing themselves through their experiences and by reframing what the authors call "their life stories" these leaders came to understand who they were at their core.

The authors concluded from these findings that discovering our authentic leadership requires us to devote ourselves to a lifetime of self-development so that we might realize our full potential.

Eight questions are posed to the reader based on the seven key ways the surveyed leaders developed their authenticity. They are:

1. Which people and experiences in your early life had the greatest impact on you?
2. What tools do you use to become self-aware?
3. What are your most deeply held values?
4. What motivates you extrinsically?
5. What kind of support team do you have?
6. Is your life integrated?
7. What does being authentic mean in your life?
8. What steps can you take today, tomorrow, and over the next year to develop your authentic leadership?

As the article states: *We all have the capacity to inspire and empower others. But we must first be willing to devote ourselves to our personal growth and development as leaders.* To enhance your personal growth have a go at answering these questions, and to acquire a copy of the article contact [kate@andconsulting.org](mailto:kate@andconsulting.org).

## AN AND STORY

**Managing Amid Market Turmoil: Top Priorities for Business and HR Leaders** is an article that landed on my desktop recently courtesy of a colleague. It puts the case for the necessity for leaders to keep a focus on the long-term people and HR agenda as well as the bottom line during, what has come to be called in popular parlance, the global financial crisis or the GFC.

The article, a white paper from Towers Perrin, a global professional services firm, gives a timely reminder of the importance of an and/both approach in times of crisis:

*In this volatile and uncertain environment, it's never been more important for leaders to find what we call "the power of and" – addressing short-term issues and also maintaining a strong foundation for the future.*

The article explains the power of and as being about:

- Finding ways to conserve cash now without sacrificing strategic investments in talent, technology, marketing and R & D.
- Taking immediate actions to bolster sales in key markets without undercutting product or service quality, reputational equity or longer-term pricing strategies.
- Remembering that ... cost-cutting decisions you make today in your production facility in Mexico may have unexpected implications for your marketing strategy tomorrow in Germany.

To help leaders demonstrate an effective leadership response to the GFC the article suggests they:

- Balance short- and long-term priorities and needs, and remain focused on long-term strategic objectives while addressing critical short-term needs head on.
- Open channels of communication up, down and across the organization.
- Invest time and energy in ensuring that their best people are connected to leadership's agenda, and feel valued and positive about the organization's long-term prospects.

There's more, including practical ways to sustain peoples' engagement during the GFC. For a copy of the article contact [kate@andconsulting.org](mailto:kate@andconsulting.org).

## AND TO CLOSE

The Chinese word for wise person is shen gien. Literally translated this means: *One who listens.*

Another timely reminder - to remember to keep listening during the GFC, and beyond!