



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

In this the Autumn edition we start by looking at the challenge of leading people who are brighter than ourselves. In **Did You Know?** we announce the slightly new name of our business, and give a summary of how our clients rated us for our coaching services in 2011. Our **Good Read** shares an article about how we can hone our sense of wellbeing, and we close with some wisdom from Kahlil Gibran's *The Prophet* in our **AnD Story**.

## Learning Moments

The Harvard Business Review (HBR) is well used in this edition. For our Learning Moments we source an article from the March 2007 edition called Leading Clever People. It is now well known that cost efficiencies alone are no longer enough to achieve and sustain a competitive advantage in business. The authors Rob Goffee and Gareth Jones propose in this article that what's now needed is innovation from people with the intellectual know-how to have 'outside the square' ideas: those they call "clever people". Managing such people presents new challenges for leaders. Goffee and Jones:

*The psychological relationship leaders have with their clever people is very different from the one they have with traditional followers. Clever people want a high degree of organizational protection and recognition that their ideas are important. They also demand the freedom to explore and fail. They expect their leaders to be intellectually on their plane – but they do not want a leader's talent and skills to outshine their own.*

The authors have identified seven characteristics that make most clever people a challenge to lead:

- They know their worth
- They are organizationally savvy
- They ignore corporate hierarchy
- They expect instant access
- They are well connected
- They have a low boredom threshold
- They won't thank you

Good luck with leading your clever people and to read more see <http://hbr.org>.

## Did You Know?

### A new business name

Kate writes: I have been required to register my business with the NSW Department of Fair Trade and, to my horror, when I contacted them they told me that I could no longer trade as AnD Consulting because 'and' is not a "proper word". My pleas that this name is philosophically based (see the AnD Story on page 2) fell on deaf ears. I took this dilemma to my brand gurus, one of whom suggested that adding the word 'leadership' to the name would provide a good key word on line. To my great relief this got the OK from the department. So I'm happy to announce that we are still a business that is passionate about providing coaching support to leaders and is now called AnD Leadership Consulting.

### Coaching evaluations for 2011

AnD's two coaching services are Leadership and Vision Coaching (see attached documents). In 2011:

Our Leadership Coaching clients gave us an average 8.8/10 score. In order, they rated Direction Setting, Insights, Support, Emotional Intelligence and Disciplined Reflection as the areas in which they gained most value. Increased Productivity was rated as providing the most value to their organisation. We also seek general comments and here's what one client had to say:

*I have really benefited from dedicated time with my coach to help me with some key 'blockages' in capability and confidence. I've learned a great deal about myself and what's important to me and about where I want to be heading.*

Our Vision Coaching clients gave us an 8/10 average score, and here's what one of these clients told us:

*I was seeking help to find a career path that would be both stimulating and financially rewarding and that would also allow me to develop my strengths. I completed my Vision Coaching with a plan to achieve this. I have already made progress with this and believe I can trust in myself to continue to do so.*

## A Good Read

Kate writes: A colleague forwarded me an article called Positive Intelligence – a spotlight on happiness from the January 2012 HBR. Written by Shawn Acor it promises to provide "three ways individuals can cultivate their own sense of well-being and set themselves up to succeed". It took me a while to get over the somewhat cheesy graphics but I then found the core messages sound.

To improve our sense of wellbeing Acor recommends we:

1. **Develop new habits**, and in particular to:
  - Reflect on three things we are grateful for each night.
  - Write a positive message to someone in your network.
  - Meditate at your desk for 2 minutes.
  - Exercise for 10 minutes.
  - Take 2 minutes to describe in a journal the most meaningful experience of the past 24 hours.
2. **Help a co-worker.** Acor cited research showing that social support received and provided contributes to longevity as much as exercise, and that a low level of social support is as damaging as high blood pressure.
3. **Change your relationship with stress** by reframing stress from being an obstacle to our growth to providing us with 'fuel' to get things done. After all, I reflected, without a manageable degree of stress we'd never get up in the morning.

In one side bar Acor cites research showing that on average happy employees are 31% more productive, have 37% higher sales rates and are three times more creative. In a separate side bar his own research has shown that people who receive and provide social support are 40%

more likely to get a promotion in the next 12 months, have a higher level of job satisfaction and are ten times more engaged in their work than those in the lowest quartile.

So, to get results like these it sounds like it's time to buy ourselves a journal, get out there and exercise and think about who we can praise and who we can help in our world.

## An AnD Story

AnD Leadership Consulting is named to represent an and/both view of the world rather than limiting ourselves to the either/or way our western conditioning taught us.

I've attended a number of weddings at which there was a reading from Kahlil Gibran's *The Prophet*. First published in Great Britain in 1926, it tells the story of the prophet Almustafa who has spent 12 years in the city of Orphalese. When his ship returns to take him back to the isle of his birth the people of the city beg him to share some of his wisdom before he sets sail.

On marriage, Almustafa advises husbands and wives to "love one another, but make not a bond of love" by doing such things as "Filling each other's cup but drinking not from one cup."

Through the voice of Almustafa, Gibran implores us all to honour both our reason and our passion:

*Your reason and your passion are the rudder and the sails of your seafaring soul.*

*If either your sails or your rudder be broken, you can but toss and drift, or else be held at a standstill in mid-seas.*

*For reason, ruling alone, is a force confining; and passion, unattended, is a flame that burns to its own destruction.*

*Therefore let your soul exalt your reason to the height of passion, that it may sing;*

*And let it direct your passion with reason, that your passion may live through its own daily resurrection, and like the phoenix rise above its own ashes.*

Surely a timely reminder to get out of our rational left-brains on a regular basis and let our passions flow!