



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

In **Learning Moments** are two articles from the Harvard Business Review (HBR): the first looks at ways to create inclusive cultures in organisations, and the second is about a study in which women rated higher than men on 16 competencies that exemplify top leaders. In **Did You Know?** we share some succession planning at AnD, and in **A Good Read** we refer again to a book about developing leaders in a complex world. **Our AnD story concerns role collaboration in the senior ranks of organisations and we end with a quote.**

Learning Moments

Kate writes:

1. In the September 23 edition of the HBR, an article called **Great Leaders Who Make the Mix Work** reports on the ways CEOs of 24 large US based organisations are addressing the obstacles and biases that still impede their women's progression. The article notes that achieving a diverse workforce is not only about the mix of people this will achieve but also making this mix work:

In an inclusive culture employees know that, irrespective of gender, race, creed, sexual orientation, and physical ability, you can fulfil your personal objectives by aligning them with the company's, have a rich career, and be valued as an individual.

The CEOs are implementing eight practices they hope will create a more diverse culture in their organisations that will also make this more diverse mix work - to the benefit of their people and their businesses.

These are:

1. Measure diversity and inclusion
2. Hold managers accountable
3. Support flexible work arrangements
4. Recruit and promote from diverse pools of candidates
5. Provide leadership education
6. Sponsor employee resource groups and mentoring programs
7. Offer quality role models
8. Make the chief diversity officer position count

The article illustrates with excellent examples, the negative impact of hidden biases and the benefits achieved from a more diverse culture. And the piece concludes with all the participating CEOs stressing that it's essential that they champion the change by leading by example:

By pointing the way, CEOs will help their organisations attract and develop the best, most diverse talent, giving them the edge they need to succeed.

2. This theme of gaining business edge by attracting and keeping the best talent is reinforced in an HBR Reprint headed **Women in the Workplace: a Research Roundup**. It cites a 2011 evaluation of 7,280 US executives using 16 competencies that exemplify leaders:

1. Takes initiative
2. Practices self-development
3. Displays high integrity and honesty
4. Drives for results
5. Develops others
6. Inspires and motivates others
7. Builds relationships
8. Collaboration and teamwork
9. Establishes stretch goals
10. Champions change
11. Solves problems and analyses issues
12. Communicates powerfully and prolifically
13. Connects the group to the outside world
14. Innovates

15. Has technical and professional expertise

16. Develops strategic perspective

The evaluation used a 360-degree process in which participants were assessed by peers, bosses and subordinates. The analysis revealed that at every management level, women were rated higher than men – and the higher the level, the wider the gap. At the same time, the data revealed that the higher the level, the higher the proportion of men. Where's the business sense in this?

For our readers in a leadership role, are you fully committed to your organisation's diversity program, and how do you rate yourself on these 16 competencies?

Did you know?

As most of you know Kate Ramsay is the MD of AnD Leadership Consulting and she is supported by a group of coaches who are accredited in AnD's coaching methodology through a process called Coach the Coach in Leadership Coaching. As some of you might also know, Kate is in her 68th year and although still loving her work as a coach to leaders, she is beginning to think about succession planning to keep the AnD brand alive when she finally packs away her coaching tool kit.

Lisa Doherty, a Sydney based AnD Coach for over 14 years had a great idea for AnD's succession planning: that she be trained to coach others in the AnD way of coaching. Kate developed a program, the long name of which is Coach the Coach to Coach the Coach in Leadership Coaching, and Cx4 for short. Lisa graduated in the C4 program at the end of 2013 and is now qualified to train and accredit others in AnD's Leadership Coaching methodology.

Congratulations Lisa and all the best with growing this new service in your business, Connections Coaching & Consulting, and in so doing also keeping the AnD lamp burning in the years ahead.

A good read

Kate writes: we referenced CHANGING ON THE JOB – Developing Leaders for a Complex World by Jennifer Garvey Berger in our AnD story in the last newsletter and are revisiting it as our good read in this edition because we believe it's the best text in a long time on leadership and adult development. I confess I found the first half a

wee bit too academic, then the book came alive for me in the chapters called Growth Edge Coaching, Transforming Professional Development and Transformational Habits of Mind.

So if you're looking at ways to transform the culture you are part of, or to transform a meeting or conversation you're in or to transform your mind, this is a must read.

An AnD story

AnD is named to represent an and/both way of thinking and being instead of the either/or way our western conditioning taught us.

The third initiative listed on the previous page to help create more diverse work places is for leaders to support flexible work arrangements. Job sharing, usually between two women with young families, has now been embraced at the more junior levels of many organisations. However it is still commonly held that job sharing can't work at a more senior level: in fact two female academics known to AnD recently applied to role share a professorial position and were not even considered for interview.

To break down this stigma, Deborah Pascoe and Jenny Vulcan decided to use a different name from job sharing. With differing yet similar backgrounds they proposed to a number of businesses that they both be engaged in one senior role in an arrangement they called Role Collaboration. When this idea did not gain traction they instead established what is now a highly successful consulting business called The Service Spirit. They continue to lobby their clients about the value to be gained from Role Collaboration at a senior level.

Pascoe and Vulcan:

Innovative organisations that embrace the possibilities of role collaboration have the capacity to reap all the benefits that 'step out' change can bring.

We at AnD see Role Collaboration as a great example of an and/both solution that will attract and retain women and in so doing enable organisations to access the full available pool of talent and to diversify their workforce.

AnD to end

Our quote in this edition is from the poet Rumi:

Let the beauty you love be what you do.