



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

We begin this edition in **Learning Moments** with research that shows emotionally intelligent leaders are comfortable to apologise when they make a mistake. In **Did You Know?** you can read about how the internet is now becoming a means to an end rather than the end itself. Our **Good Read** is about the power of social networks and how they shape our lives and the **AnD Story** in this edition is also taken from this book. In our **And to Close** section is a quote from Albert Einstein.

Learning Moments

Kate writes: I love synchronicity! An emerging leader I am coaching was recently yelled at by her boss for nearly 30 minutes about work someone else had done. She kept her cool, went straight on to lead a challenging meeting and only let herself break down and sob in a park on the way home from work. The next time they met, her boss, a large imposing man, alluded to the incident in a dismissive way. Two days after she told me about this an article landed in my Inbox headed *Why Leaders with high EQ (Emotional Quotient) apologise*, so I sent the link straight off to her.

The piece by AW Brooks, H Dai and ME Schwitzer describes a study by researchers from the Harvard Business School and the Wharton School at the University of Pennsylvania showing that apologising - even for situations that are not within your control - can actually make you appear more likeable and trustworthy to others. They state:

Leaders with Emotional Intelligence who are self-aware and have the sensitivity needed to recognise when to apologise will have the respect of their team members and will build trust quickly. Building trust in the workplace results in employees who are happier, and more importantly, are more productive.

The authors give some tips on how to apologise at work:

- *Take responsibility for the mistake you've made and apologise to those who have been affected by it, even if they're your underlings.*
- *Express regret and explain what you plan to do to move forward.*

- *Encourage your team to observe changes and give you feedback on your progress. This shows your sincerity to change for the better.*
- *Always keep in mind to be authentic. Commit only things you can honestly do.*

Will my client show this article to her boss? No. Is she looking for another job? Yes.

If you need help strengthening your 'apologising muscle', contact Kate to talk about accessing some Leadership Coaching support with an AnD coach in your home capital city.

Did You Know?

It turns out that Peter Drucker was right back in the '90s when he predicted that the internet, like computers before it, would over time lose its glamour and become what it was designed to be in the first place – a means to an end rather than the end itself.

The back page story in the June 27, 2014 edition of The Guardian Weekly written by Simon Jenkins confirms Drucker's forecast: these days more and more of us are using the internet to book a meal or an event and then heading out our doors to connect with others at festivals, literary events, museums, heritage sites, conferences, foodie courses, book clubs and indeed at our local café or favourite restaurant.

Jenkins also tells us that online universities are not replacing campuses, in fact quite the opposite. When asked why applications to Stanford University had risen

rather than fallen with the growth of online courses, a spokesperson replied, "Better sex".

An example of this so-called high tech/high touch phenomenon occurred in the Byron Shire a few weeks ago. Gurrumul Yunupingu agreed at the last minute to perform live at a concert in the Mullumbimby Civic Hall while he was in the region making a recording. The gig was hastily organised and could only be promoted online because the local print media deadlines had passed. People queued half way down the street to buy a \$45 ticket and there was sitting on cushion room only at the event.

All these people could have listened to one of Gurrumul's CDs in much greater comfort and warmth in their own homes but there they all were on a cold winter's night sitting on a cushion. Sure they wanted to hear the great man live but my guess is Jenkins is also right: they were seeking the 'high touch' of sharing this with other locals.

A Good Read

Kate writes: We have no doubt all heard of the idea that we humans are joined world wide by six degrees of separation, which means if we get it right, we are only six phone calls away from Barak Obama.

The book *Connected – The Surprising Power of Our Social Networks and How They Shape Our Lives* by Nicholas A. Christakis and James H Fowler (Little, Brown and Company 2009) cites extensive research to prove both this idea and also introduce the reader to the Three Degrees of Influence Rule: that we influence and are influenced by people up to three degrees removed from us, most of whom we don't even know.

And so, as it says on the inside cover of the book, your future spouse is likely to be your friend's friend and your friends' friends' friends can make you fat – or thin. If you don't believe this, I'd encourage you to take a look at this highly readable book.

In the final chapter headed *The Whole Is Great* the authors state:

Better understanding of social networks is essential for facing new threats in our world. Turmoil in financial markets reminds us that economic activity is becoming increasingly globalized and increasingly interconnected. ...

All of these challenges require us to recognize that although human beings are individually powerful, we must act together to achieve what we could not accomplish on our own. ...

The ubiquity of human connection means that each of us has a much bigger impact on others than we can see. When we take better care of ourselves, so do many other people. When we practice random acts of kindness, they can spread to dozens or even hundreds of other people. And with each good deed, we help to sustain the very network that sustains us.

An AnD story

The above quote provides a nice segue into our AnD Story for this edition. As our readers know, AnD Leadership Consulting is named to represent an and/both way of doing and being rather than the either/or way our western conditioning has taught us. And we're always on the lookout for examples to illustrate and/both in action for this newsletter. This time the book *Connected* gives us one.

Christakis and Fowler suggest that what they call the new science of social networks offers a unique way of understanding the human condition because it is about individuals and groups:

Interconnections between people give rise to phenomena that are not present in individuals or reducible to their solitary desires and actions. Indeed, culture itself is one such phenomenon. When we lose our connections, we lose everything.

And they conclude:

The great project of the twenty-first century – understanding how the whole of humanity comes to be greater than the sum of its parts – is just the beginning. Like an awakening child, the human superorganism is becoming self-aware, and this will surely help us to achieve our goals. But the greatest gift of this awareness will be the sheer joy of self-discovery and the realization that to truly know ourselves, we must first understand how and why we are all connected.

A friend lent me this book and I agree with the suggestion on the back cover that it 'should be read by every leader, teacher and parent'.

And to Close

Albert Einstein reminds us to:

Learn from yesterday, live for today, hope for tomorrow. The important thing is not to stop questioning.