

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

In **Learning Moments** in this edition we share the reflections of a psychologist about what she calls her 'existential clients'. In **Did You Know?** we announce the second edition of Kate's book and how you can access a copy. **A Good Read** is a book that explores appropriate leadership styles in what it calls 'hyper-complex' settings. Our **AnD Story** suggests that leaders now need to complement left brain thinking with right brain thinking. **And to Close** is a quote by Carl Rogers about change.

Learning Moments

Kate Writes: My sister saved me an article from a recent edition of Sydney University's Alumni Magazine. In the On My Mind section Psychologist Emily Scanlan (www.cbdpsychologyandwellbeing.com.au) wrote that 10 percent of her clients fall outside the standard treatment models. She calls them 'existential clients'. They present with depression and state they want to either find meaning in their life or give up altogether.

Scanlan finds that these clients are helped by philosophy-based questions around meaning and purpose, and laments that many of her colleagues have not had substantial training to enable them to ask these kinds of questions of their clients.

Scanlan refers to the existentialists of ancient Greek philosophy, writing that they, together with her existential clients know that the world is meaningless, random and chaotic, that death is inevitable and its timing uncertain – and added to all this, that we are ultimately alone. Scanlan:

Fortunately, existentialism isn't just brutal realism. It throws us a lifeline with the concepts of "authenticity" and "freedom".

Scanlan believes that we humans can create our own meaning through our relationships, our spirituality, our work and even by connecting with the Earth by gardening or walking in nature. She offers her existential clients support as they work – struggle even - towards greater meaning in their lives:

It takes courage to endure this constant evolving but it may lead to finding a purpose or calling. It also provides hope and resilience that can be life sustaining.

So why did I choose to refer to this article in our latest newsletter when we at AnD are coaches not therapists, and when our clients present with leadership challenges not depression? Because embedded in the AnD approach to coaching is a belief that to be an effective leader (and human being), people need to spend time reflecting on their sense of meaning and purpose.

The third step in the AnD Learning Map (attached) is an invitation for clients to articulate and write down their whole of life vision. We also encourage them to clarify their core values and the behaviours supporting these, to ensure that they are living their life in ways that are congruent with their values.

And, because choosing one's core values is such an abstract thing to do, we offer examples of values to help clients get a sense of what theirs are. Values that are commonly chosen are those referred to by Scanlan and include authenticity, freedom, hope and resilience.

Did You Know?

Kate writes: In Value Adding # 73 I announced that I had published the story I've been writing for many years about my partner Des Ryan, co-founder of AnD Consulting. In this edition I am thrilled to announce that I have just taken delivery of a second print of the book.

Called *Go With Love - a memoir about love loss and learning*, the reprint includes some endorsements in the front and, on the suggestion of some early readers, some photos in the back. And the few pesky typos that escaped the copy editor and proof reader in the first edition have been corrected.

VALUE ADDING

How coaching adds value to business and life!



How can you purchase a copy? You could go to The Shop page of my book website at www.gowithlovebook.com. It's also available in some selected book shops and to purchase an e-book go to https://www.amazon.com/Go-Love-Memoir-about-Learning/dp/099421166X/ref=sr_1_2?ie=UTF8&qid=1466651018&sr=8-2&keywords=kate+ramsay

A Good Read

Kate writes: A German friend of mine who consults and coaches throughout Europe and in South America recommended this edition's good read to me.

Called *Leading in Hyper-Complexity: A Practical Guide for Leaders* (Libri Publishing 2016), it is written by Line Jehle, Dr Marcus Hildebrandt and Stefan Meister. Each of the authors work as executive coaches and consultants internationally and have written this book to help professionals improve the performance of their global teams, groups, and networks across huge geographical distances and between diverse cultures.

Because most of Australia's larger organisations now have close global links or are in fact parented offshore, I was keen to learn what I could share with AnD's clients and readers from this book.

In part 1 of the book the authors suggest there are 3 types of organisational complexity: family, machine and network/community. In family organisations the complexity is at a human level, in machine ones there is process complexity and in network/community organisations is what the authors call 'pattern hyper-complexity'. There are exercises for the reader to assess the complexity mix within their organisation and lots of examples to bring the theory alive.

The authors suggest that traditional Change Management interventions are appropriate and useful in family and machine cultures, but that new strategies are needed for leading in hyper-complex situations. And to achieve this the authors recommend to leaders that:

A good starting point for improving your professional competence to deal with hyper-complexity is learning to use all the inner resources human beings dispose of.

They provide a model of these inner resources which they say are: intelligence, wisdom and creativity, each of which are linked with what they call 'affect'.

In the authors' model:

Under Intelligence is memory, association, decision taking and problem solving.

Under Wisdom is judgement, moral evaluation, systemic integration and strategic management.

Under Creativity is novelty detection and generation and temporary association.

Under Affect is emotions, feelings, and limbic primitive functions.

And when accessing all of the above inner resources they encourage leaders to also trust their intuition and gut feel.

There is much, much more in this challenging and yet worthwhile read for those of you leading in what are undoubtedly hyper-complex times.

An AnD Story

Kate writes: AnD Leadership Consulting is named to represent an and/both way of living and being in spite of the either/or way our western conditioning has taught us.

Reading *Hyper-Complexity* has been a stark reminder to me that leaders now need to bring a healthy mix of both left *and* right brain activity into their daily interactions. And in case you're uncertain of which is which, it is thought that left brain thinking is logical, analytical and rational and that right brain thinking is intuitive, thoughtful and subjective.

Leaders have traditionally been promoted and rewarded for strong left brain thinking, so if you would like some coaching support as you learn how to hone your right brain as well, contact Kate at www.andconsulting.org or on 0418 164 260.

And to Close

Carl Rogers (1902–1987) was an influential American psychologist and among the founders of the humanistic approach to psychology. His wisdom clearly lives on because he was quoted as recently as the June 17 – 23 Guardian Weekly in an article about how we must first change ourselves if we want to influence change in the world. Rogers:

The curious paradox is that when I accept myself just as I am, then I can change.