



KATE RAMSAY AND THE A#D COACHES WELCOME YOU TO OUR STAYING IN TOUCH NEWSLETTER.

The theme of this newsletter is Emotional Intelligence (EI). In **Learning Moments** Kate will share what it takes to be emotionally intelligent. In **Did You Know?** you can read about the role the amygdala plays in controlling our emotions. Our **Good Read** is a short article about how to recruit CEOs with high EI. The **AnD Story in this edition** is about a new group of Australian business people with a goal of showing how businesses can flourish while doing good for the environment and their people. And **To Close** we quote the Dalai Lama on emotional intelligence.

Learning Moments

Kate writes: The good news is that, unlike our IQ (intelligence quotient) which we're born with and can only make the best of, we can hone and develop our emotional intelligence. The authors Daniel Goleman, Richard Boyatzis and Annie McKee in the book *The New Leaders* (Little Brown, 2002, London) suggest that there are four dimensions we can work on in order to achieve this:

1. **Self Awareness that includes**
 - Emotional awareness
 - Accurate self-assessment
 - Self-confidence
2. **Self-Management that includes**
 - Emotional self-control
 - Transparency
 - Adaptability
 - Achievement
 - Initiative
 - Optimism
3. **Social Awareness that includes**
 - Empathy
 - Organisational awareness
 - Service
4. **Relationship Management that includes**
 - Inspirational leadership
 - Influence

- Developing others
- Change catalyst
- Building bonds
- Teamwork and collaboration

AnD Coaches use this EI framework with our coaching clients by inviting them to rate themselves out of 10 on all these dimensions and areas. We then work with them on those that they've given a lower score, in order to help them hone their EI. Why don't you have a go at rating yourself on them? And if you need some help with what this tells you, contact us at kate@andconsulting.org.

Did You Know?

The amygdala is an almond-shape set of neurons located deep in the brain's medial temporal lobe. It's been shown to play a key role in the processing of emotions.

Neuroscientists have shown that we can consciously help ourselves to feel positive and happy by asking each day, 'What am I grateful for?' Even if on some of our darker days nothing much comes to mind, the very searching apparently stimulates our amygdala and helps improve our sense of wellbeing. Neurologists have also shown that remembering to be grateful is a form of EI.

But what if bad feelings completely overtake us? Neurologist Alex Korb (<https://alexkorbphd.com>) advises that it helps to give the bad feelings a name; eg sad, anxious, angry, because suppressing emotions doesn't work and can backfire. Korb:

Describe an emotion in just a word or two, and it helps reduce the emotion.

This is the amygdala at work.

A Good Read

How to recruit CEOs with high EI

In his column in the May 24, 2019 edition of The Guardian Weekly Oliver Burkeman poses the question: *Why do so many mediocre men rise to the top? Is it more than sexism?*

He then answers his own question by saying that there are two things at play which mean that a disproportionate number of mediocre men manage to become CEOs. He suggests that the first reason can be put down to sexism because too many recruiters still can't imagine a woman in the role of CEO.

Burkeman then refers to Tomas Chamorro-Premuzic's book *Why do so many incompetent men become leaders?* (HBR Press.2019.US) for the second reason: a general difficulty in selecting competent leaders, of either sex. Burkeman:

Recruiters habitually interpret traits such as overconfidence and self-absorption as signs of high ability, though in fact they're negatively correlated with it.

Burkeman argues that characteristics such as these "should be seen as red flags", but instead they tend to prompt recruiters to say to themselves, "Ah, there's a charismatic fellow! He's probably leadership material". And so men come to dominate the upper echelons because they're more likely to manifest such traits. Burkeman:

We can all agree that leaders should be selected on the basis of ability. And if we got better at doing that, Chamorro-Premuzic's logic implies, we'd end up with far more women in top jobs – not to mention more competent men – since they currently lose out to the narcissistic blowhards, too.

An AnD Story

Kate writes: As I'm sure our regular readers know by now, AnD Leadership Consulting is named to represent an and/both way of doing business and living life rather than the either/or way that our western conditioning taught us.

On a recent flight from the Gold Coast to Adelaide I was grazing through the in-flight magazine when an article headed *How to B Good* caught my eye. Written by Shaney Hudson the sub heading was *Can Sir Richard Branson's B Team transform the business landscape as we know it, and save the world?* My curiosity was well and truly whetted so I read on. Hudson:

The B Team marks a rather bold move by the business sector to exercise for the greater good: pushing businesses and government leaders to see the value of (placing) ... as much emphasis on (their) people and the environment as they do on the bottom line

The B Team has 10 core challenges from restoring nature and redefining reward systems to valuing diversity, reinventing market incentives, and ensuring dignity and fairness - a broad and ambitious set of goals.

One of the most significant moments in the B Team's history since its inception six years ago, was in 2015 at the UN Climate Change Conference at which Sir Richard Branson lobbied government members and policy makers to show the benefits of reduced emissions for business.

At the B Team launch in Sydney in late 2018 Branson said:

Businesspeople have a lot to offer when it comes to critical issues. Underneath those suits and ties are, I think, some of the most creative people in the country.

B Team Australasia consists of business leaders drawn from some of Australia's biggest companies including MLC, Mirvac, Suncorp and Energy Australia. Hudson:

Representing various industry sectors and a mix of executives and entrepreneurs, what is unique about the B Team Australasia is while the blend of experienced names might sit side by side within the business sections of newspapers, they simply would not cross paths or work together otherwise.

The two key goals of the regional B Team are about the future of work and setting a target of net zero emissions by 2050. Lynette Mayne, director of the Chief Executive Women Leaders Program and co-chair (alongside David Gonski) of the B Team Australasia argues that this is all about getting business to see that people and the planet as just as important as profit.

Ah, here's to People and the Planet as well as Profits!

To Close

The Dalai Lama on emotional intelligence:

I've found that the greatest degree of inner tranquility comes from the development of love and compassion. The more we care for the happiness of others, the greater is our own sense of wellbeing. Cultivating a close, warm-hearted feeling for others automatically puts the mind at ease. It is the ultimate source of success in life.