



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

In this our 71<sup>st</sup> edition of Value Adding, **Learning Moments** unpicks the argument for evidence-based coaching and lists the business case for gender diversity in organisations. In **Did You Know?** we profile General David Morrison, and we share research showing that our brains are not wired to multitask. Our **AnD Story** is from Daniel Goleman's book, *Focus*. We close with a quote from RD Laing about being observant.

## Learning Moments

### Evidence-based coaching

Kate writes: Professor Anthony Grant, head of the School of Coaching Psychology at Sydney University argues that for coaching to lose its "faddism" it needs to rest on a solid foundation consisting of empirically validated knowledge, rigorous peer-reviewed publishing, a common language, and clear links to the wider knowledge base. In summary, coaching needs to be evidence-based.

To quote Professor Grant:

*Coaching is about helping people to create change so that they can realise their potential. Ironically coaching itself is now at a point where it must change in order to realise its own potential. Evidence-based approaches are essential if we are to make that potential manifest.*

Validating the worth of coaching with solid theory and research makes perfect sense to me. However I also trust qualitative data: when I observe that a client is standing straighter and taller and smiling more as they leave a session, I can tell the experience has been of value.

### Gender diversity – the business case

The vision of The 100% Project is to see "100% of Australian leadership talent, female and male, equally contributing to our social and economic future" ([the100percentproject.com.au](http://the100percentproject.com.au)). The 100% Project recently published their research on the possible use of quotas in the workplace to help organisations achieve gender diversity. The key findings of the research are:

- 35% of respondents were actively opposed to the use of quotas.

- 37% of men believed gender discrimination still existed compared to 84% of women.
- Those who are opposed are more likely to believe the current system is fair.
- Many people still believe that quotas will place women in roles for which they are unfit and that this will result in poor organisational performance.
- The business case for greater diversity is not well or widely understood.
- Of the 693 people who did not support quotas, 102 (15%) changed their view after reading gender discrimination statistics or the business case for gender diversity in leadership.

The report listed this business case as:

- Better financial outcomes
- Access to an optimal talent pool
- Increased innovation and creativity
- Builds reputation
- Flexibility and responsiveness
- Improved customer understanding

The research makes a compelling case for quotas to fast-forward the goal of achieving equal numbers of talented women and men at senior levels of Australian organisations. And given Annabel Crabb tells us in the May edition of *The Monthly* that there are currently more CEOs called Peter than women in the top 200 ASX companies in this land, we at AnD can but agree with The 100% Project.

## Did You Know?

General David Morrison

One man who has changed his mind about gender issues in the workplace is the newly retired head of the Australian Army, General David Morrison. An article in the February 2015 edition of the Anne Summers Reports ([annesummers.com.au/reports/](http://annesummers.com.au/reports/)) explains how Morrison shifted from disbelief that there were issues concerning male attitudes to women in the Army, to shame about the extent of the problem when he was exposed to evidence of sexual harassment and even rape.

Morrison was in his first month of being Chief of Army when the Sex Discrimination Commissioner Elizabeth Broderick met with him. He told Ann Summers that after talking with Broderick and working his way through:

*A pile of reading written from a feminist perspective, and after thinking on this issue more deeply than I have ever thought on any other big issue I am now 100 percent changed in my view. ... Despite all the equipment and despite all the great performance of the Australian Army throughout its 114-year history, we've been failing because we haven't been making best use of 51 per cent of the Australian population in terms of talent.*

On June 13, 2014 Morrison spoke by videolink to the 40,000-plus people under his command (the now famous YouTube at [www.youtube.com/watch?v=QaqpoeVgr8U](http://www.youtube.com/watch?v=QaqpoeVgr8U)) telling people who could not conform to the values of the Army to "get out". He also ordered more money to be spent on recruiting women. Policies on childcare and maternity leave were reviewed and in 2013 Morrison set specific recruiting targets for the first time, saying these make the senior command accountable for success.

Morrison became one of Broderick's Male Champions of Change, a group of 25 mostly male CEOs who have committed to accelerate the pace towards achieving gender equality in their organisations. The Champions of Change group was profiled in Value Adding #66.

### The brain and multitasking

Kate writes: Recent research by Glenn Wilson, former visiting Professor of Psychology at Gresham College, London shows that an email sitting unread in your inbox can reduce your effective IQ by 10 points. I can confirm the validity of this research: I was doing my Lumosity brain training ([lumosity.com](http://lumosity.com)) one morning recently when

I heard a text arrive on my mobile. Although I resisted reading the content of the text I peeped at who'd sent it, then proceeded to get my worst Lumosity score for some time. Wilson:

*When people think they're multitasking, they're actually just switching from one task to another very rapidly. And every time they do, there's a cognitive cost in doing so.*

In fact Wilson showed that the cognitive losses from multitasking are even greater than the cognitive losses from potsmoking.

I'm wondering whether you've managed to read this newsletter up to here without checking your screens?

## An AnD Story

Kate writes: AnD Leadership Consulting is named to represent an and/both way of living and being rather than the either/or way our western conditioning teaches us. The purpose of this segment of our newsletters is to share examples of and/both in action. The example in this edition comes from Daniel Goleman's latest book *Focus - The Hidden Driver of Excellence* (Bloomsbury 2013).

Goleman argues for the importance of maintaining focus to achieve creativity of thought and action, and he gives lots of meaty examples to illustrate. One is about the late Peter Schweitzer, a founder of the field of evaluating cryptography. Schweitzer would contemplate on an encrypted code while on a long walk or simply soaking up some sun. Goleman quotes Albert Einstein to strengthen the point that breakthrough thinking requires us to apply our rational and/both, our intuitive brains:

*The intuitive mind is a sacred gift and the rational mind is a faithful servant. We have created a society that honours the servant and has forgotten the gift.*

What can you do today to honour your 'sacred gift'?

## And to end

The Scottish psychiatrist RD Laing reminds us that:

*The range of what we think and do is limited by what we fail to notice.*

This is surely another reminder to turn off our screens and do whatever is our favourite version of 'stopping and smelling the roses' at some stage every day.