

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

In **Learning Moments** in this edition we revisit the difference between management and leadership. In **Did You Know?** we look at how stress can be good for us, and share the evaluation of an AnD Learning Retreat client. Our **Good Read** is Julia Gillard's memoir and we close with a quote from a coaching client.

Learnable Moments

Kate writes: I'm like a bower bird as I gather articles that I think will be of interest to our Value Adding readers. The first of these is from the July 2015 edition of the Qantas magazine, QBusiness.

We've already quoted David Morrison, former Chief of Army, in an earlier newsletter on the need for gender reform in Australian organisations. This article includes his analysis of the challenge for leaders in juggling their management and leadership responsibilities. Morrison:

As we all work harder and face enormous pressure to do more with less in volatile times, great leadership is at a premium. While managing focuses on providing resources and processes for teams to get on with their work, a skilled leader inspires and motivates us, brings meaning to our jobs and can transform an organisation.

None of the world's biggest problems – from climate change to domestic violence – will be affected by management. Leaders set a vision and decide which path an organisation will travel.

Also cited in the article is Professor Robert Wood, Director of the Centre for Ethical Leadership at Ormond College. His view is that:

Leaders are those who engage and influence people and they do it through four mechanisms: what they do (role modelling); what they say (communications and narratives); systems and processes (compensation, employee selection and budgeting systems); and the resulting culture.

Most leadership focuses on the first two mechanisms, which are personal. But most stuff-ups are due to failures in the latter two, which are more impersonal and only partially a result of a leader's personal efforts.

Given that the third of Wood's four mechanisms concerns the managing of systems and processes, this suggests that a current leaders need to be highly skilled at juggling their managing and leading responsibilities. The QBusiness piece ends with a check list of these:

MANAGER	vs	LEADER
Technical		Visionary
Plans		Inspires
Focuses on systems		Focuses on people
Asks how and when		Asks why
Knows how it's done		Shows how it's done
Says "I"		Says "we"
Does things right		Does the right thing

Did You Know?

That Stress Can Be a Good Thing If You Know How to Use It? This is the title of an article written by Alia and Thomas Crum in the September 2015 issue of the Harvard Business Review. The Crums suggest that people who adopt a 'stress-is-enhancing' mindset show greater work performance and fewer negative health symptoms than those who adopt a 'stress-is-debilitating' lens.

They encourage us to think of a time when we experienced considerable personal or professional growth, or a time when we performed at our highest level, and ask ourselves what it was that motivated us to grow, learn, and improve during this time. They are willing to bet that these times invariably put us through some stress or struggle.

The Crums recommend a three-step approach to managing stress that they believe can help us harness the

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creative power of stress while minimizing its negative effects.

Step One: See It

Rather than denying it or dwelling on it, they recommend we name the stress we're facing. For example, in my case I acknowledge that I'm stressing about the upcoming launch of the memoir I've written.

Step Two: Own It

This is about recognising that we tend to stress more about things that matter to us and that this shows us that we care, that the stakes matter. The Crums suggest that owning this realisation 'unleashes positive motivation'. I certainly care deeply about the book I've written, and, according to the Crums, if I own the stress I'm feeling about going public with this work, I can use the nervous energy this generates to plan the launch.

Step Three: Use It

The Crums remind us that:

The evolutionary goal of the stress response was to help boost the body and mind into enhanced functioning, to help us grow and meet the demands we face. When the body encounters stress, it pumps hormones such as adrenaline and dopamine which fuel the brain and body with blood and oxygen, a response which propels the individual into a state of increased energy, heightened alertness, and narrowed focus.

So it seems that once I've named and owned my stress I can use the surge of hormones this will give me to action my plans for a book launch. Watch this space!

Did You Know?

That one of the services offered by AnD is a process called Coach the Coach in Leadership Coaching which trains and accredits clients in the AnD Leadership Coaching methodology? This consists of an accreditation program of thirteen hours conducted over several weeks in the client's home city. A portion can also be undertaken as a Learning Retreat in the hinterland due west of Byron Bay (see www.andconsulting.org).

Peter Skellern, who was already an experienced coach, graduated in the program earlier this year. He did the first three sessions in Sydney and the latter three as a Learning Retreat. Peter had this to say about his retreat:

I completed my Coach the Coach training with Kate up in the Byron Shire. I was amazed how much this learning retreat allowed me to internalise the material much quicker than in busy Sydney where your mind is always racing. In addition, the natural tranquillity also allowed me to explore the full potential of the whole program. It was just perfect to make connections between me as a coach, my relationship with my coaches, and where they fit with the other parts of my life. Interestingly, I found many linkages that will allow me to expand my practice and deepen my networks.

If you're interested in either the Coach the Coach program or a Learning Retreat you can contact Kate on 0418 164 260 or at kate@andconsulting.org.

A Good Read

Kate writes: Julia Gillard packed the biggest tent to well and truly overflowing at this year's Byron Bay Writers Festival when she was interviewed about her memoir called Julia Gillard – My Story (Vintage Books, 2014/15). It was an honest and engaging interview and I especially noted when she said that one of her biggest challenges as prime minister was to stay clear about focusing on the 'important' rather than the 'urgent', because that's one of the things we help our clients do. She also said she wishes she'd given herself more time to think and reflect.

She told the crowd that at the very beginning of her term she wrote down her purpose as PM and carried this around with her. I'm reading Gillard's memoir and her purpose statement is on pages 134 – 136. The fact that she wrote this down and constantly referred to it during her term as PM confirms for me that, whatever history remembers her for, she was indeed a leader in this regard given, as David Morrison reminds us on page one of this newsletter, leaders have a vision and set a path.

Section One of the book is headed-How I did it, Section Two is-Why I did it and ends with an Epilogue that asks – What now? I am finding it a thoroughly good read.

And to close

The purpose of Leadership Coaching is to provide clients with regular safe and supportive time to pause and reflect on their current challenges in the context of their vision – the very thing Gillard wishes she'd done more of. An AnD client recently described this process well:

My coach helps me hear what I'm thinking.