



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

In this our 2018 autumn/winter edition we begin in **Learning Moments** with an article about the dollar value of regular reading. Then Kate shares her learning from the MOOC in which she participated late last year. In **Did You Know?** you can read how our clients evaluated the worth of their coaching support during 2017, and a piece about why manager coaching is a key to getting the most out of people. In **A Good Read** we share a book with the provocative title of *Business Bullshit* that explores the possible corrosive effects of corporate jargon. We end with a quote from Alvin Toffler about learning.

## Learning Moments

### (i) Knowledge is the new money

Why did President Obama read for an hour a day, why did Warren Buffett invest 80% of his time in reading, and why did Bill Gates read a book a week during his career? These questions are posed by Angus Hervey, Co-founder of Future Crunch, in the online feed QUARTZ. Hervey tells the reader that the answer to these questions is simple. It's because:

*Learning is the single best investment of our time because knowledge is the new money.*

Hervey states that those who work hard throughout their careers but don't take time out for regular learning will be the new "at-risk" group:

*People at the bottom of the economic ladder are being squeezed more and compensated less while those at the top have more opportunities and are paid more than ever before. The irony is there is not a lack of jobs. Rather, it's a lack of people with the right skills and knowledge to fill the jobs.*

Hervey suggests 6 skills to master the knowledge economy:

1. Identify knowledge at the right time.
2. Learn and master that knowledge quickly.
3. Communicate the value of your skills to others.
4. Convert knowledge into money and results.
5. Learn how to financially invest in learning to get the highest return.
6. Master the skill of learning how to learn.

If you're needing help to learn how to learn, AnD's Leadership Coaching process is structured around learning conversations - see [www.andconsulting.org](http://www.andconsulting.org).

### (ii) Theory U

Kate writes: As my regular readers will know, I attended a MOOC (Massive Open Online Course) called U.Lab at the end of 2017. Hosted by a team at MIT in Boston it taught 12,500 participants worldwide a model for leading change called Theory U. We were encouraged to meet in hubs and my hub was a group of 25 small business women in the Byron Shire. I learned heaps from the course and immediately noticed how much it was influencing the quality of my coaching practice.

And yet I knew there was more for me to learn. So I purchased the course textbook *Theory U – Leading from the Future as It Emerges*. *Theory U* was written by Otto Scharmer, a senior lecturer at MIT, who was also the U.Lab course leader. I can barely touch upon the riches of this 468-page book in this newsletter so, as a taster, I'm attaching the core model of Theory U.

As per the steps in the model, here's how it works:

With a conflict or dilemma in mind the learner begins their journey at the top left end of the U and progresses through the stages to the bottom, then back up the right side. Learners need to bring to this journey an open mind, an open heart, an open will and the courage to let go of old habits regarding their issue (downloading), to see their world with fresh eyes (sensing), and to search within (presencing). The first step up the right side of the U is to envision an ideal future in relation to their

issue (crystallizing) and then to develop a draft plan for change (prototyping). The final step is to trial this plan and implement it (performing).

For me the power of the U model is its stepped approach and, in particular, the presencing step which encourages me to look within. The message here is, of course, that for real change to happen it must start from within; this means in an organisational setting that the change must start with the CEO and their executive team. I believe that it's this step at the bottom of the U that gives this apparently simple model the potential to enable profound change for individuals, organisations and societies.

So does it work? If the reader is to believe the many case studies shared by Scharmer, who also facilitates U.Lab workshops worldwide, it certainly does. At a local level I'm thrilled to report that our hub is about to run two events in Byron Bay to trial the prototype that one of our members developed during U.Lab. This has an exciting vision which is still under wraps. Watch this space!

## Did You Know?

### (i) AnD's 2017 client evaluations

Our clients rated their coaching an average of 9.25 out of 10 for our services last year. In terms of value they scored Support, Insight, Clarity, Disciplined reflection and Taking action as their top five. One client wrote about their coaching experience:

*The combination of a safe supportive environment and AnD's Learning Map process helps me to flush out my challenges and prompts a clarifying discussion that feels magical every time I experience it.*

### (ii) The value of the manager as coach

Research by Grace McCarthy and Julia Milner of Dean Sydney Business School at the University of Wollongong shows that managers need to be better coaches to get the most out of their teams. (The Conversation, 11/12/17). Their research has shown that manager coaching has led to improvements in productivity, engagement and customer service:

*One manager reported that coaching led to an increase in output from 35% of the target to greater than 100% within 12 months. One organisation improved customer service by 450% within five months of introducing manager coaching.*

Under the heading **Coaching in Practice** the researchers suggest that the coaching process requires managers to:

1. Genuinely listen.
2. Ask questions.
3. Set agreed goals.
4. Give constructive feedback.

McCarthy and Milner conclude by stating:

*The greatest reward for a leader is seeing their staff develop and grow. Coaching is a practical way to achieve this.*

## A (possible) Good Read

Kate writes: I am aware of the irony involved in my recommending *Business Bullshit* by André Spicer (Taylor and Francis) as this edition's good read. Why? Firstly because, although I was fascinated when I heard Spicer interviewed on Radio National, and was intrigued when I read his review in the 22/12/17 edition of The Guardian Weekly (GW) I've not read the book. And second, because I've included what no doubt looks like some new management-speak in my piece about Theory U in this very newsletter. Nonetheless I'll proceed:

The GW review begins with Pacific Bell's response to a deregulated market. They hired an organisational development specialist and spent \$40 million taking staff through 10 two-day sessions to learn concepts such as "the law of three", "alignment", "intentionality" and "end-state visions". There were two unfortunate side-effects from this investment: it was virtually impossible for anyone outside the company to understand this new language, and it led to lots more meetings.

Spicer:

*Words like "intentionality", "ideation", "imagineering" and "inboxing" ... have become a kind of organisational lingua franca .. in the same way that freemasons use secret handshakes – to indicate their membership and status.*

Spicer implores us to refuse to use empty management-speak in order to have better functioning organisations and more fulfilling lives – and I can but agree!

## And To Close

Alvin Toffler (1928-2016), the American writer, futurist and businessman had this to say about the importance of being a regular learner:

*The illiterate of the 21<sup>st</sup> century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn.*