

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

Since our last edition Bower Bird Kate has been collecting articles from here and there with themes around leadership. In **Learning Moments**, you can read about the difference between criticism and critique. We then explore the characteristics of an authentic leader, and the dangers of the 'Hubris Syndrome' in leaders. In **Did You Know?** Kate reminds her readers about AnD's core coaching services and lists some ways to regain the art of reflecting. She then shares an article about the need for leaders to adopt a coaching style of leadership. Our **Good Read** is Julia Gillard's recent release about women leaders, and our **AnD Story** concerns work/family integration, rather than balance. And **To Close** we share six tips for surviving lockdown, from the ancient philosopher Seneca.

Learning Moments

i The Difference between criticism and critique

Kate writes: Delivering feedback in an effective way is an essential skill for leaders to learn, so I'm choosing to begin this newsletter with lists explaining the difference between criticism and critique to help you frame your feedback in a constructive way:

A Critique

- Usually comes from someone with a level of experience
- Is specific
- Is constructive (what you could do)
- Compares you to who you could be (potential focussed)

A Criticism

- Usually comes from someone who does not hold much expertise
- Is vague
- Is destructive (what you shouldn't do)
- Compares you to others (inadequacy focussed)

Good luck!

ii The characteristics of an authentic leader

Andrei Alexander Lux, a lecturer at Edith Cowan University, wrote in *The Conversation* on May 26 that some are calling Jacinda Ardern the most effective leader in the world because of her response to the pandemic. He believes the key to Ardern's success is her authenticity, because she 'doesn't preach at people, but instead signals that she's "standing with them"'.

Lux writes that authenticity is about the 'power to unite':

- Authentic leaders know themselves
- They follow a moral compass
- They appreciate their own biases
- They are open and honest

A good check list to keep in mind.

iii The Hubris Syndrome

I now turn to the *Harvard Business Review* and an article by Jacqueline Carter of Potential Project. She writes about the trap that some leaders fall into when they make it to the executive suite and 'lose touch with their colleagues, the culture, and ultimately their clients'.

Carter quotes Jonathan Davidson from Duke University who calls this the 'Hubris Syndrome', and also Jennifer Woo, the CEO of Asia's largest luxury retailer: "Managing our ego's craving for fortune, fame, and influence is the prime responsibility of any leader".

Carter writes that ego can 'make us susceptible to manipulation; it narrows our field of vision; and it corrupts our behaviour, often causing us to act against our values'.

Remind you of another of our world leaders???

Carter provides some tips to help senior leaders keep their egos under control, including:

Humility and gratitude are cornerstones of selflessness. Make a habit of taking a moment at the end of each day to reflect on all the people that were part of making you successful that day. ... And end the reflection by actively sending a message of gratitude to those people.

Did You Know?

i AnD's core services

Kate writes: AnD's services of Leadership Coaching, Vision Coaching and Coach the Coach in Leadership Coaching are all available by Zoom or Skype. And our NSW readers can still experience any of these as a residential Learning Retreat. See www.andconsulting.org

At the core of AnD's services is a belief in the value of regular time out for reflection, so here are some tips about *How to Regain the Lost Art of Reflection* from the *Harvard Business Review*:

- Schedule unstructured thinking time
- Get a coach
- Cultivate a list of questions that prompt reflective thought
- Protect yourself and your organisation from information overload
- Reimagine yourself as a meta-problem solver
- Be a role model for your employees.

ii The Leader as Coach

A colleague in Germany sent me an article with this title. Written by Herminia Ibarra, a professor at the London Business School, and Anne Scoular, an associate scholar at Oxford University, their message is that the command and control style of managing is no longer relevant in this time of 'rapid, constant, and disruptive change'. To cope with this new reality, they propose that what's needed is a different model: 'a model in which managers give support and guidance rather than instructions, and employees learn how to adapt to constantly changing environments in ways that unleash fresh energy, innovation, and commitment'.

The role of the manager, in short, is becoming that of a coach.

To achieve this, the authors conclude that 'successful executives ... need to reinvent themselves as coaches whose job it is to draw energy, creativity, and learning about people with whom they work'. There's much, much more at <https://hbr.org/2019/11/the-leader-as-coach> and if you need support to make this transformation, contact Kate at kate@andconsulting.org.

A Good Read

Former Prime Minister Julia Gillard has transformed herself into a world leader in the fields of education,

health and women in leadership, and as an author. In her recently released book co-authored by Ngozi Okonjo-Iweala of Nigeria, *women and leadership – real lives, real lessons* (Vintage 2020), they explore the lives of eight women political leaders. They travelled the world to interview and learn about these women and then framed their book by exploring these eight quirky hypotheses:

- You go girl
- It's all about the hair
- Shri! or soft – the style conundrum
- She's a bit of a bitch
- Who's minding the kids?
- A special place in hell – do women really support women?
- Modern-day Salem
- The role modelling riddle.

They then close with a summary of the stand-out lessons from these remarkable eight women. A must read.

An AnD Story

We working mothers have always known it and now it's official: that achieving work/life balance is impossible. Authors Melissa A. Wheeler and Asanka Gunasekara of Swinburne University of Technology in *The Conversation* on May 18 quote business scholar Steward Friedman who says 'balance is bunk':

It's a misguided metaphor, because it assumes we must always make trade-offs among the four main aspects of our lives: work or school, home or family, ... community ... or self.

Instead of this either/or balancing act Friedman, of Penn University, uses the yin/yang sign to illustrate a *Mental Model of Integrating* which will 'better integrate work and the rest of life in ways that engender "four-way wins" between work, home, community and self.' Bring it on!

To Close

In an essay in *The Conversation* on August 19 titled *What would Seneca say?* Matthew Sharpe of Deakin University quotes six tips for surviving lockdown taken from the ancient philosopher Seneca:

- Work with what we can't change
- Be sure
- Take an expanded view
- Choose a model
- Premeditate the worst, hope and work for the best
- Enjoy what is (still) in our power.