

EDITION #93 Autumn/Winter 2023



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

We start this edition with 3 articles in **Learning Moments** all of which we've taken from the Medium Daily Digest (MDD): the first outlines the qualities of a good leader and the second homes in on one quality – that of the 'quiet' leader. The third article in **Learning Moments** covers some tips about maximising the effectiveness of online meetings. In **Did you know?** we share some gender employment statistics taken from the latest census. Our **Good Read** brings alive the International Coaching Federation (ICF)'s 8 core coaching competencies. **And to Close** is a quote by Eleanor Roosevelt about what makes an inspiring leader.

## Learning Moments

### i Qualities of a good leader

Max Klein writes in the January 2, 2021 edition of the MDD an article headed *Qualities of a good leader*. He suggests the following 7 traits as those demonstrated by what he calls the 'most well-loved leaders':

#### #1 *They Genuinely Care About Team and Mission*

Klein includes here that good leaders care about their team and their team's families. As well, they care about the organisation's mission and how to achieve this, and they also care for themselves.

#### #2 *They Happily Encourage Work-Life Balance*

Good leaders understand that their work is only a small part of their teams' lives, and they know that taking regular time off is good for both their own and their teams' well-being.

#### #3 *They are Confident but Understated*

'Quiet confidence, humble strength, understated wisdom and excellence without arrogance' are some of the descriptors of good leaders Klein has known.

#### #4 *They Employ Masterful Tact*

Good leaders get things done without letting their ego get in the road.

#### #5 *They are Loyal Toe-Stoppers*

Klein describes toe-stoppers as those leaders who 'shield and protect' their team even when this might

mean they have to disrupt in some way either their colleagues or senior management.

#### #6 *They Maintain Moral Authority*

Klein's leaders walk their talk – they 'model what is right, are reliable, and keep their word'.

#### #7 *They Delegate to Potential*

Good leaders encourage their team to take on tasks that are a stretch for their potential whilst keeping on track with their organisation's mission. This builds confidence when the person or team succeeds.

Take time to reflect on how you would rate yourself in these 7 traits and call us if you think some leadership coaching support might help you better achieve them.

### ii The best leaders in the word are 'quiet managers'

Tim Denning in the October 3, 2022 edition of the MDD declares that 'quiet managers are taking over.' He describes quiet leaders are those who:

- *Don't care what time employees start work*
- *Don't make people feel guilty for taking time off*
- *Understand intrinsic motivation*
- *Don't have back-to-back meetings (about issues) that could have been (solved by) email*
- *Create the environment for trust to thrive*
- *Don't tell their team what hours to work*
- *Trust people to deliver results*

- *Trust the job will be done*

- *Assume work will be done unless proven otherwise*

Denning concludes that quiet managers are being valued. Why? Because 'quiet managers prevent quiet quitting' and thus prevent staff turnover.

### iii Maximising online meetings

This piece was written by Steven Hopper in the June 21, 2020 edition of the MDD when the global pandemic was in its infancy. His essay was prescient in that, as we now know, online meetings have become a big part of the new normal about how business is done. I believe his 5 steps for effective online meetings have travelled well to autumn 2023. They are:

#1 *Shorten the meeting – no more than 15 minutes.*

#2 *Set ground rules so attendees understand the goal of the meeting and how to achieve this.*

#3 *Use visuals – to drive the discussion.*

#4 *Engage with the participants.*

#5 *Do something unexpected – for example make people laugh to lighten the mood.*

Hopper concludes that there is no right way to ensure the success of online meetings. He encourages us to try these steps out and find out which work for us.

### Did You Know?

In the October 14 2022, edition of *The Conversation* Michael Coelli, Associate Professor at The University of Melbourne published the essay *Australian women are more educated than men, but gender divides remain at work*. Using data from the 2021 census Coelli focused on the differences in the types of jobs held by men and women and the differences in their educational qualifications. He found that in 2021:

- *Men accounted for around 99% of Australia's bricklayers and stonemasons, plumbers, sheetmetal trades workers, carpenters and joiners, roof tilers and concreters.*

- *Women accounted for 99% or more of Australia's midwives, early childhood teachers, dental assistants, personal assistants, and beauty therapists.*

Hopper doesn't go into the wage differences of these so-called male versus female jobs. However, through research I've done for my upcoming book on achieving gender equality in Australian workplaces, I know that the gender pay gap is still hovering around 13%.

In terms of the education of men and boys versus that of women and girls, Coelli writes that the 2021 census revealed that 'female graduates now outnumber male university graduates in every age group below 70. But that the proportion of males with certificates and diplomas is higher than the proportion of females across all age groups from 20 up which is reflected in the still-low proportion of females in technical and trades occupations.'

What does all this mean? I hope it means that the next census will reveal a narrowing of the gender pay gap and many more women at senior levels and in trades.

### A Good Read

Kate writes: A European based colleague sent me a book called *The 8 COACHING COMPETENCIES – A guide for the professional coach* (Boom Publishers. 2021). Written by 2 Dutch women, Annemarie van der Meer and Marianne van der Pool, it has now been translated into English and, as a professional coach, I found it a gripping read because it brings alive with case studies the 8 core competencies in the ICF competency model:

*Demonstrates ethical practice,*

*Maintains presence,*

*Embodies a coaching mindset,*

*Listens actively,*

*Cultivates trust and safety,*

*Evokes awareness,*

*Establishes and maintains agreements, and*

*Facilitates client growth.*

I believe this is a must read for all we professional coaches, especially if you want to become ICF certified.

### And to close

Eleanor Roosevelt: *A good leader inspires people to have confidence in the leader; a great leader inspires people to have confidence in themselves.*