
talking about...

... designing better relationships for better outcomes

February 2005
Talking About Pty Ltd

A Brand New Start

"How wonderful it is that nobody need wait a single moment before starting to improve the world."

**... Anne Frank, German Jewish diarist (1929-1945)
"Diary of a Young Girl", 1952**

Hello and welcome to the very first edition of "talking about ...".

You may well have followed us from our newsletter with Gaia Consulting Group - channelling SUCCESS. If so, thank you for your loyalty. If you are new to our work, welcome and we hope you enjoy the journey.

The focus of our work lies in an appreciation that, no matter what we do, we do it in the context of our relationships with others. If we design better relationships with others, we will get better outcomes in life. Even though our focus is on the work place, our ideas are equally applicable in private life. We invite you to explore the ideas we present and see how they can apply to your world. If things show up for you that we have not looked at, then please write to us at info@talkingabout.com.au; we would love to hear your perspectives and maybe share them with our readers.

Although we use coaching techniques to assist people become more effective, we do not keep our techniques a secret. Coaching is fundamentally about two competences - the ability to develop effective interpretations of the human condition and to engage others in conversations to move them to action. These are also the crucial skills of leadership, management and relating to others in general. The key difference is that in the case of coaching, we are working with the agenda of our client whilst leaders etc are working to their own, or their organisation's agenda.

With our coaching clients, we ultimately aim to help them learn to effectively coach themselves and lead others through the development of some key coaching skills. Through this newsletter, we hope to share some of those insights and maybe open your eyes to new possibilities and actions.

We hope you enjoy what we have to offer.

Warmest wishes

Chris Chittenden Jacqui Chaplin

"Try not to become a man of success but rather to become a man of value."

... Albert Einstein, 1879—1955

Leadership and Power

Effective leadership is seen as one of the cornerstones of any successful organisation. Yet, when we ask what makes an effective leader, the answers are many and varied. One of the main causes for this variety of replies lies in a lack of definition of the term, "leadership".

The first thing to recognise is that leadership is not a position but a role. Even though people can be called "organisational leaders" this does not necessarily mean they provide leadership. This distinction is a critical one as the senior members of an organisation often see themselves as the "organisational leaders" simply because of their position in the organisation. When this occurs, the lack of distinction between being an "organisational leader" and "leadership" creates significant issues for those trying to establish an organisational direction.

This becomes clearer when we look at a second distinction of leadership that, by definition, leaders are those people who engage followers. In other words, you are only a leader if people follow you and the most effective leaders are those who are able to engage "willing followers".

The lack of distinction between being an "organisational leader" and "leadership" partly lies in a lack of understanding of the role of power in creating willing followers. For the purposes of this conversation, we will define two types of power - positional power and personal power. "Positional power" is that bestowed on an individual by others given the position they hold. For example, a person who is designated a "judge" has the power to sentence people to go to jail. In an organisational setting, people in certain organisational positions find themselves with certain power that they will not have when they leave the organisation.

On the other hand, "personal power" is gained by building trust and respect with others. You may recall that we speak of trust in terms of four key elements (assessments): **sincerity** - being honest with others; **competence** - being capable of taking effective action; **reliability** - keeping promises; and **involvement** - showing genuine engagement around other people's concerns. These things do not relate to someone's position in an organisation, rather they emerge as we observe how someone behaves.

Hence, we can say that "organisational leaders" will have positional power, but not necessarily personal power; whereas effective leadership may involve positional power but definitely relates to personal power. Therefore it follows that many leaders within an organisation may not have positional power.

There is no doubt, that in the absence of obvious personal power, people may well follow those with positional power. However, if people with positional power also develop personal power then they are far more likely to engage people in a more profound way. Hence those seeking to develop their leadership can look to how they could build trust with the people they would lead.

There is obviously much more to this conversation than can be included here. However, if you are an organisational leader, you might like to consider whether or not you provide "leadership". If you are not sure about your answer, you might like to give us a call or send us an e-mail and we would be delighted to explore this question with you.

Everybody, Somebody, Anybody and Nobody

Here is a little story that I first heard from a kid's joke book. It sort of appealed to me, so I thought I would share it with you.

This is a little story about four people named Everybody, Somebody, Anybody, and Nobody.

There was an important job to be done and Everybody was sure that Somebody would do it.

Anybody could have done it, but Nobody did it.

Somebody got angry about that because it was Everybody's job.

Everybody thought that Anybody could do it, but Nobody realised that Everybody wouldn't do it.

It ended up that Everybody blamed Somebody when Nobody did what Anybody could have done.

I don't know if this sounds familiar to you. It certainly does to us as we see this sort of cooperation happening with great regularity!

Coaching For Enhanced Performance

Coaching, as a management and leadership capability, has become recognised as a powerful effectiveness enhancer. Its rapid growth in value and importance is a response to the ever-increasing pace of change that is largely driven by enormous technological innovation. The way for organisations, their people and their leaders to deal with change is to learn. Coaching is a way to deliver far more effective learning outcomes for individuals and organisations.

Talking About is pleased to offer a two day workshop, "Coaching for Enhanced Performance", designed for people wanting to hone their coaching skills.

Coaching is based upon two keys skills:

- The ability to develop effective interpretations of the human condition and human behaviour; and
- Effective conversational practice.

Accordingly, during this program, participants will learn and practice coaching distinctions related to:

- The way in which people use language to simultaneously develop their world view and, whilst doing so, also limit what is possible for them;
- The expertise with which they have conversations and so enhance or limit their own or their organisation's possibilities in life;
- The way in which they manage their emotional life and the impact this has on what is possible for them in the workplace and its impact on others; and
- The role their body plays in generating their emotional life, which in turn impacts the way they use language and the identity created with colleagues, customers and suppliers.

The benefits for participants in this program include:

- Greater self-awareness and an understanding of how to manage themselves in stressful situations leading to enhanced performance and well being;
- Greater awareness of others and an understanding of the way in which they are likely to take action leading to a greater ability to influence others; and
- Enhanced coaching and conversational skills, which leading to better coordination of action and higher performance in the work place.

"Coaching for Enhanced Performance" will be held on Tuesday, 22nd March 2005 & Wednesday, 23rd March 2005 between 9:00 am to 5:30 pm each day at the **Novotel St.Kilda**, 16 The Esplanade, St.Kilda. Your investment to enrol in this opportunity is **\$880.00 per participant (including GST)**.

You can download an enrolment form from
<http://www.talkingabout.com.au/PDFfiles/Coaching%20For%20Enhanced%20Performance.pdf>
or contact us on (03) 9507 2464 or info@talkingabout.com.au for more information.

Our Web Site

More articles and information about our work can be found at our web site,
www.talkingabout.com.au. We invite you to take a look.

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