



# The Human Dimension

## *THE LEADER WITHIN*

*September 2005*

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"We help both people and productivity flourish by developing a positive culture of shared leadership."

We find improved performance is the reward for your investing in people.

The emphasis in THE LEADER WITHIN is on the changes and growth we make within ourselves, as leadership is basically a personal growth experience over time.

*'For things to change first I must change.'*

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### *Perspectives on Leadership*

Winston Churchill reportedly once argued that the art of leadership was the ability to go from failure to failure with enthusiasm.

Certainly, resilience and confidence were key attributes assumed as basic to leadership when a panel of eight leading Australians sat down to select this year's True Leaders for the annual *AFR BOSS* list.

But as Gordon Cairns, former CEO at Lion Nathan and a previous True Leader noted, leadership in today's complex world is about much more than optimism.

"I think it is the ability to sit comfortably in a room by yourself and be happy with yourself," he said. "I'm not saying you should be doing that. What I'm saying is that you can't like other people if you don't like yourself."

The need for self-knowledge was noted by other panelists in a discussion that oscillated between the need for leaders to achieve results – in the case of business, sustainable profits – and **the necessity for a more subtle understanding of human nature** if you are to produce them.

Julie White, head of the Macquarie Bank Foundation at Macquarie Bank, said: *"We're not leading for ourselves, we are leading for a whole range of people, and that makes it very important to understand how you are as a person and how you sit in that organisation and how you're viewed."*

*"Leadership is not something that you take out of your briefcase when you walk into the office. **Leadership is about you as a person.** So it's about how*

*you lead at home, in the community in which you live and in society as a whole, and that's really hard. It's not only about what the profit of your business is, it's actually knowing the people who sit outside your door or down the corridor – do they have a sick child, are they the coach of the football team? **It's about being a whole person.***" (Excerpt: AFR online magazine, 2005).

One of the most effective ways we have helped our clients achieve these kind of leadership results is to spend energy on consciously shaping the culture.

### **Create A Coaching Culture**

An organization's culture is the collective (conscious and unconscious) attitudes, beliefs, values and behaviours that define "**how we do things around here.**"

A preferred culture does not just happen, although each organisation and team has one. We have found they are not always the same either and there are often a number of cultures in one organisation or even in a team! This means that people are often working at cross-purposes; leading to much wasted effort, frustration, conflict and loss of productivity.

One of the most important roles for any leader is to **consciously** set about creating an organizations or team business culture.

Leaders therefore do set the tone, pace, and expectations for a culture as they role model what is expected, desired, and/or tolerated in the company.

### **Truly effective leaders:**

1. Have the ability to listen really well
2. Can establish direction and be the holder of vision and values
3. Are able to challenge current paradigms
4. Create the environment for individuals to act responsibly and ethically
5. Hold people accountable, both within and outside of teams.

### **What has been largely missing so far is the ability of leaders and managers to coach.**

As leaders become skilled at the leadership practice of coaching (the antithesis of 'command & control' management) and authentically become a coach for their teams, they experience powerful benefits. They also set the tone and expectations for coaching to become a legitimate leadership and team practice within and across the business.

This is what creating a coaching culture means.

Creating a coaching culture is THE NEXT STEP in the evolution of the high-performance organization.

Through this transformation, leaders and managers become skilled coaches for their teams. Then, the teams also learn the practice of coaching - gaining a new, collaborative way of interacting with one another.

Your bottom-line performance is directly improved -- and sustained through competitive advantage ... all by creating a coaching culture!

When an entire organization or work team is "on the same page" and share a common 'coaching language and approach' to working together and solving problems, there are at least the following twelve benefits. No doubt you will discover more benefits yourself as you put the above approaches into practice.

**Twelve benefits of a Coaching Culture:**

1. Leaders become more effective in their roles;
2. More open and trusting relationships are formed;
3. Interpersonal and organizational conflict is more quickly resolved;
4. Teamwork and true collaboration become easier - and expected;
5. Learning is captured and shared across the team more willingly, thus reducing errors and cycle time;
6. Creativity and innovation are unleashed and more energy is focused on solving customers' needs;
7. Resistance to change is greatly reduced - more people actively support change initiatives because they are involved and personally engaged;
8. Organizational values are revitalized and become meaningful;
9. People receive the developmental time and attention they need in order to grow purposefully;
10. The organization becomes a better place to work and people consequently become more aligned in their work and in serving the mission of the business;
11. People have more fun and staff turnover is reduced;
12. Each person 'naturally' produces motivation and commitment.

**Questions?**

How do you actually achieve this for best results?

What is the value to you of having of these dynamics in your business or team?

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***Call to Action:***

The Human Dimension's programs are designed so that workplace cultures flourish through the conscious development of your people.

If you would like to talk with us about how we can help you achieve this in your team, business or organisation then perhaps our Coach Approach To Leadership and Management (CALM) Program could be the answer.

Designed for people with leadership responsibilities CALM will enhance your capacity to get the best from others and yourself and create a workplace which is fun, enjoyable and highly productive to work in

There is no risk or obligation involved. All of our programs are guaranteed.

If you are committed to growth and learning and to the development of your people, then you might be an ideal candidate for joining one of our CALM Programs.

They programs are typically offered across teams or organisations so that you are exposed to other leaders and teams from different workplace cultures.

If you are interested in finding out more, email us with CALM in the subject line and you will receive a brief overview of what the program entails including the content and results to be expected for you and your team.

We will contact you to answer any questions and to let you know how to find out more.

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