



Newsletter

30 April 2013

Message from the MD



Hi All Catalyst Associates, Clients, Suppliers, Supporters and Friends,

LAUNCHING THE CATALYST QUARTERLY

Welcome to the first of our Catalyst quarterly updates. 2013 has started out with loads of abundance in all forms including client projects, talented associates, and opportunities to connect, share and learn. We love abundance, but it also has its challenges, and we have really stretched in finding creative ways to balance our precious time and respond to continuous change.

There has been on-going change in our many change projects (restructuring, new people, change of scope etc). There has been change in our associate group as we meet great new associates and say farewell (temporarily) to some of our old associates as they move, buy houses, get pregnant and take on full-time roles. There has been positive change in getting to know new clients and projects. They say you teach what you most need to learn!

My biggest learning through this time has been learning to take time to reflect and consider all aspects of my life, before committing to deliverables and deadlines - to make sure I build in sufficient time for thinking creatively, exercise, relationships and recharge time for me. I have also been learning to prioritise according to my values, manage healthy boundaries, let go, say 'no' or 'not now' graciously and appreciate down time without guilt or worry.

Luckily I have a number of really generous and wise coaches that I tap into to help me along my learning journey, especially as often our blind spots are not very visible to us in the moment. In this coaching themed issue, we hope to share with you some of our coaching experiences and tips.

Debbie

Catalyst Update

This quarter has been a busy time with multiple projects running simultaneously.

Clients have included Aspen, BHP Billiton, Buckman's operations in Africa, Australia and India, Engen, Lancet Laboratories, National Treasury, Rand Merchant Bank (RMB) Group, and Tongaat-Hulett Starch.

Projects that we have been busy with have included:

- Business driven action learning for high potential leaders (Debbie, Steve, Ross, Kerry)
- Technology, change enablement and capacity-building (Debbie, Steve, Andrew, Shanne, Sue)
- Strategic and leadership alignment (Debbie, Steve)
- Personal and leadership effectiveness journeys in a supply chain team environment (Andrew, Debbie, Mike, Caroline)
- HR strategy reviews (Andrew, Debbie)
- Operational excellence (Andrew)
- Coaching capacity-building for line managers (John, Debbie, Jenny)
- HR standard operating procedures (SOPs) in a shared service environment (Angela, Gillian, Andrew)
- Leadership and talent facilitator training program (John, Debbie)
- Leadership alignment and turnaround strategy (John)
- Executive coaching (John, Ross)
- Change management toolkit development (Andrew)

Internally we continue to improve our back-office efficiencies, develop new offerings and build our marketing

internally we continue to improve our back-office efficiencies, develop new offerings and build our marketing presence through conferences and writing. Debbie spoke about the Engen Retention case study at a Knowledge Resource conference. Debbie and John have written 3 chapters on talent and retention for a Talent and Remuneration book, collated by Mark Bussin, and to be published by Knowledge Resources. We will let you know when you can get a copy. We are keen to contribute to the development of the people management community and are in the process of developing some on-line resources that we can make available through our website.

Coaching - A pure form of Learning

by Kerryn Kohl, Associate, Catalyst Consulting

Coaching, for me, is the purest form of learning.

It is a relationship whereby your coach holds up a mirror and you can safely examine yourself, your views, and your flaws. You can then decide what you like seeing reflected or what you would like to change. Your Coaching relationship is one that questions you, challenges your way of thinking and being, and exposes you to different ways. This, to me, is what learning is. It is examining our knowledge or behaviour and then questioning it, challenging it, and exploring alternatives. How we integrate what we once knew or how we once were with what we know now and who we have become is transformation. Most people still do not fully understand the concept of learning. They see this as an event something that happens in isolation or almost external to themselves. But this is not the case. We are all lifelong learners whether we recognise this or not.

I have identified four important aspects to coaching and the coaching process.

[Read more...](#)

Executive Coaching

by Ross Liston, Associate, Catalyst Consulting

Since October 2012, I've been coaching a senior manager at one of Catalyst's client organisations. The assignment was set out as a batch of six coaching sessions. We're now nearing the end of the second batch. The requirement for further coaching engagement thereafter still needs to be determined.

The coachee had found himself in a position where he was wanting (and being expected) to demonstrate more leadership behaviours and associated contributions to his business unit - with less focus on the very operational activities, styles and behaviours he was tending to resort to.

[Read more...](#)

Building Internal Coaching Capability

by Jonathan Erickson, Associate, Catalyst Consulting

In contrast to the established model where the coach is a third party, external, resource to the coachee, organisations may deem it in their interests to develop coaching capacity *internally* to meet a number of people development and management objectives.

Towards the end of 2012, Catalyst Consulting was approached by one of its clients to customise a coaching development process to develop coaching as a competence within the armoury of skills of 100 identified managers within the organisation.

The thrust of this initiative was to enable performance management and improvement through the application by the managers of practical coaching activities and processes.

[Read more...](#)

Coaching Resources

Two great books that we have found useful in building our coaching awareness and expertise are:



- The Coaching Manual by Julie Starr - a wonderfully comprehensive overview of coaching frameworks, skills, examples and case studies for a full understanding of all that is needed in the coaching relationship.
- Tao of Coaching by Max Landsberg - very practical tips for a busy manager to find opportunities for coaching and empowering others on the fly.



www.catalystconsulting.co.za