

**Christian Counsellors Assn Aust. (Tas)**

**CONFERENCE 5th April 2008**

**Building Bridges**

**Breaking Down Walls**

**KEYNOTE ADDRESS**

**WENDY QUINN**

**“Lighting The Way for Others: The Rhythm of  
Compassion”**

Thank you for the invitation to share my thoughts with you as part of your conference on Building Bridges and Breaking Down Walls.

There is a delightful metaphorical flavour to this conference, which is probably just as well because I am very comfortable with metaphors and I would like to continue in that mode. I will say a little more about the importance of metaphors in just a moment but let me first set the scene for my journey with you today.

This morning I would like to invite you to explore two key questions (the first one has a second part so you could even say three questions) and then to take part in a metaphorical meditation related to these questions.

The first question being:

Are counsellors leaders? ? ?

And if so; What sort of leadership should this be? ? ?

This relates to the first metaphor in the title of my address “Lighting the way for others”

The third question being:

How is it possible to live a sustainable life when working in the hard places of life? ? ?

Constantly confronted with the universality of human suffering, but able to respond with wisdom and compassion and not to become overwhelmed and burnt out.

This relates to my second metaphor :“The rhythm of compassion”

Wendy Quinn  
4/10/2018

Before going any further I would like to let you know that there is a full paper with my thoughts related to this talk that is available for any who are interested. I don't promise to say exactly the same things as written but I will cover the same general territory. This is important for two reasons. One is that you can relax a little more during my talk knowing that you don't have to write everything down. This is particularly important for the meditation at the end. Secondly, I freely acknowledge that many of my thoughts and ideas have been gleaned over the years from other wise people and I have added a Reference List at the end of my paper to clarify this and also for your future use if you would like to explore some of the concepts in more detail.

At this point I would like to say just a little more about metaphors. Why are they so powerful in their capacity to communicate ideas and concepts and to be remembered by people. Metaphors are the language of the spirit or heart, rather than the language of the head. Jesus constantly used them to communicate and teach.

In the words of Robert Greenleaf from *Servant Leadership: A journey into the nature of Legitimate Power and Greatness* "it has something to do with awareness and symbols. The power of a symbol is measured by its capacity to sustain a flow of significant meaning. The substance of the symbol may be a painting, a poem or story, allegory, myth, scripture, a piece of music, a person, a crack in the sidewalk, or a blade of grass..... the potentiality is both in the symbol and in the beholder... Meaning from an interaction with a symbol is a new creation. It can be new with each opportunity. The poet is sometimes as surprised by new meaning in his/her poem as is anyone else."

Metaphors can easily take on new and richer meaning for those who take them up. Often all that is needed is to commence with the idea and the beholder will go on to develop the idea in the way that they need at the time. This means that it is possible for a metaphor to reach people in a much deeper way than normal spoken words, and for the ideas to take on a very personal meaning for each listener. It also means that the idea can be explored and developed over time. The other phenomenon that I have noticed is that they have a much greater tendency to be remembered over time. Although the understanding and meaning ascribed to a metaphor is deeply personal, the exchange of thoughts about them often leads to a shared group understanding where the use of the symbol into the future has a capacity to evoke remembered understanding with economy of language or repetition of the original ideas.

Metaphors, I believe, invite you to use predominantly your right-brain hemisphere (if you are a right dominant person). Most of us over-use our analytical, logical and heavily ordered and time-sequenced left-brain hemisphere, particularly in the world of work. A neurologically integrating experience often emerges with the merging of the feeling, symbolism and creativity of the right brain and the thinking and order of the left brain.

Before moving into this metaphorical meditation there are small number of things that I would like to share with you to set the scene and enable you to gain a little more

Wendy Quinn  
4/10/2018

understanding of the genesis of ideas and concepts that I will be sharing with you this morning.

- 1) Who am I? A little about my own spiritual journey.
- 2) Who and What has shaped my ideas?
- 3) The journey of my leadership metaphors.
- 4) Why do I think they might have something to say to you as Christian counsellors?

## **My Spiritual Journey**

I was born into a family of four girls in the Western Suburbs of Sydney and grew up in the 50s and 60s in a protestant Christian family. I don't think there was ever a time that I did not believe that there was a God but it wasn't until my later teenage years that I commenced and adopted a more personal belief in the Jesus encountered in the New Testament.

Despite growing up in a "Christian" home my childhood was not an easy one. I lived with chronic, very badly managed asthma and became deeply acquainted with Maslow's Hierarchy of needs and the fundamental importance of being able to breathe. I have vivid memories of sitting alone through the night struggling to breathe, watching the clock and waiting for morning to come when it would be OK to call a doctor. It took me until I was nearly 40 to begin to understand the full impact that this experience had on me along with the other message of my childhood which was of rejection. I grew up with the often repeated message that I was a mistake, having been born 15 months after my eldest sister following a contraceptive mishap. I learned to be good and not ask for much attention although this wore off in my teenage years. My mother was loving and kind but I have no memory of my father ever having said that he loved me.

So there I was, a small, sickly and unwanted girl growing up in the Western Suburbs of Sydney; An exceedingly unlikely person for God to want to use and an even more unlikely person in whom to plant the gifts of leadership and wisdom. Early in my life I began to have strange encounters with leadership without necessarily having any intention or awareness that this is what was happening. I didn't seek leadership roles and in fact I was quite shy and introverted but nonetheless looking back I seemed to happen into positions of leadership.

Following high school I went on to train as an Occupational Therapist working in the areas of developmental disabilities and rehabilitation. Like the training for many professions, the undergraduate course did not particularly include any study in the areas of leadership or management. I did however have some early pivotal experiences with the nature of the power of influence when working with individual people in terms of vision and goal-setting. In my early years as a therapist I also had some life-changing encounters with the power of teams and group therapy.

I gravitated towards roles supervising more junior therapists and students and became increasingly interested in how to change systems to achieve better services and life outcomes for people with disabilities and their families.

Wendy Quinn  
4/10/2018

As I approached my 37<sup>th</sup> year and with a growing awareness that God was calling me into leadership positions I experienced a major crisis related to seemingly everything in my life. Up until this point I had been doing quite well under my own steam and was seemingly a successful mother, wife, Christian, therapist, manager etc, etc. What followed for me was three long, hard years of what I describe as my desert experience, or dark night of the soul. A time of not knowing; of aloneness, loss and pain; A time of loss of control and power; A time of humiliation and brokenness. Along the way I had some very specific encounters, many of which I have also named. There was my Jonah experience when I had looked at the call to leadership and the cost and turned my back and ran away only to find myself in the belly of a whale. There was also my Alter Experience (Abraham and Isaac) where I was asked to be willing to give up everything with no assurance of what would come next.

This was the time that I learned many lessons and also came to “know” others that I had never known before.

I had the experience of “falling into the hands of the living God” (Richard Rohr) and that God’s grace is much more freely available and accessible in places of brokenness and suffering than anywhere else.

I learned that this is often in direct proportion to the level of need but yet remains mysterious and not able to be ordered or measured.

I learned that God can work through people and events that I would never have imagined.

I learned that if you can begin to welcome pain and suffering and hold it rather than ignoring or running away from it, that it can be paradoxically transformed into grace and freedom.

I learned that death and grief when transformed can be followed by resurrection and joy.

I learned that the desert/abyss encounters often occur in a strange rhythm with mountain-top experiences. Times of connectedness with God, encounters with his/her grace, eternal vision, hope and inspiration occur in direct proportion to the times of not knowing, aloneness, loss and despair.

I learned that the wounds of childhood can be healed in a way that enables them to be transformed and rather than be taken away become part of a special giftedness in working with others.

Most amazingly of all I learned that my desert experiences had transformed me in a way that enabled me to have a heightened sense of empathy and awareness for others going through a desert experience and to be able to respond to their needs with renewed wisdom.

Strangely at the end of this period, even though it was the most profoundly painful and in many ways humiliating experience I arrived at the conclusion that I would never have not wanted to go through it.

Since that time, almost 16 years ago, I have continued to be “invited” to go on other desert/mountain-top journeys. I have learned that they are never the same and many of them seem to build on the ones that have already happened. The same rhythms always seem to be present. The same paradox of pain and suffering leading to grace and freedom, death and loss leading to resurrection and new life. The same heightened empathy for others in pain and capacity to assist in their journeys.

Wendy Quinn  
4/10/2018

### **Who and What has shaped my ideas and beliefs?**

Following my first and most intense desert experience I have intentionally embarked upon a career in management and leadership positions. That was over fifteen years ago. Since that time I have set out to equip myself, as part of my ongoing vocational journey, with the skills and experience to be able to work (and survive) in positions of senior leadership and management in the health and community service industry. Throughout this time I have held the most amazing positions that have given me the opportunity to test and practice my leadership ideas and spiritual beliefs; Managing and leading large service areas, working in service areas of great complexity and leading significant change, reform, policy and service development. I have (sometimes out of a desperate neediness but often out of passionate curiosity) read widely on leadership and management, attended short courses and conferences, established ongoing friendships and dialogue with others who are interested in leadership and undertaken some formal study.

The Reference list at the end of my Paper includes some of the authors who have been most influential in shaping my thinking. On three separate occasions I have had the amazing experience of coming across an author who has articulated concepts that I have come to “know” as being true in my lived experience. This occurred when I first read some of Robert Greenleaf’s writings on Servant Leadership. It also occurred when I came across a very special book called “The Rhythm of Compassion” written by Gail Straub. More recently I have had that experience reading and listening to the words of Richard Rohr.

I freely acknowledge that I have adopted many of their words in this paper and also into my ongoing story. Their language breathes new life into these concepts and is much more eloquent than mine will ever be.

### **The Journey of my Leadership Metaphors**

About five years ago now I was asked to speak at a national conference on what leadership qualities really make a difference when working with the most complex and exceptional cases in the health and community services area.

I had been recommended to the organising committee as someone who was passionate about both leadership and knowledgeable about working with some of the most complex cases in the health system. At that time in Tasmania I was responsible for developing the Health Departments’ Collaboration Strategy for working with complex and exceptional needs. These cases are the ones (usually about 50 per year) out of all of the thousands in the health and human service system where no-one knows what to do. These people have very high needs across multiple service systems, and usually are living in appalling life circumstances. They are often in danger of getting no services at all or alternatively have very costly services that don’t actually meet their needs or equip them to move on with their lives. What had I learned over the years that was important about leadership in these circumstances? What really made a difference and was critical?

I ended up distilling my thoughts into a small number of metaphors that covered the key qualities. This had the advantage of being able to be communicated quickly or developed more fully dependent upon the time available. I was speaking at the end of

Wendy Quinn

4/10/2018

Lighting the Way for Others April 2008 Keynote Address.docm

a two day conference and even though I had been allocated 30 minutes in the Program I was asked, shortly before, if I could attempt to summarise my paper in 10 minutes. The metaphors proved to be resonate strongly with the people present and I have, since then, been on a continued journey with them. I have continued to slightly adapt and communicate them to many different groups of people since then. I have discovered that the concept of using metaphors is very powerful and enables people to connect at the level that they need at that time. The metaphors are able to be remembered. Particular metaphors are more resonant for different people and it is not always easy to predict which ones they will be.

Along the way some people have suggested that there were missing metaphors and I have added a couple of additional ones over the years.

I have also learned that even though the metaphors were developed for leadership in the area of working with complex cases they appear to resonate strongly with people working in other areas of leadership.

### **Why do I think the Metaphors might have something to say to you as counsellors?**

One of my good friends and co-counsellor on my spiritual journeys over recent years belongs to your organisation. I have shared from time to time my experiences with the metaphors and my continued learning. It became clear to both of us that there was some potential capacity to test the resonance of the metaphors for counsellors.

In particular the metaphor about sustainability seemed to make sense but this started me thinking some more about the nature of leadership and counsellors.

It is my contention that counsellors are working in the role of leadership even when they are working in relationship with just one person. Let me explain further by working through a few myths, definitions and thoughts about leadership.

One of the most enlightening definitions of leadership is one quoted by Richard Rohr in his CD series on Faith and Leadership. He quotes Parker Paulin's definition of a leader being someone with "an unusual capacity to project their light or to project their shadow onto other people".

Robert Greenleaf from "on Becoming a Servant" states that the underlying motivation of a leader should be on primarily serving others and on achieving the best outcomes that are possible. "The servant-leader is servant first... It begins with the natural feeling that one wants to serve, to serve first. The conscious choice that brings one to aspire to lead. The difference manifests itself in the care taken by the servant-first to make sure that other people's highest-priority needs are being served. The best test, and the most difficult to administer, is: do those served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? And, what is the effect on the least privileged in society; will they benefit or, at least, not be further deprived?" He goes on to state that the simplest definition of a leader is "one who goes ahead to guide the way."

Wendy Quinn  
4/10/2018

Leadership is not the same as management. They are fundamentally different. The difference between management and leadership lies in the tasks they perform. Management involves planning and budgeting. Leadership involves providing direction. Management involves organising and staffing. Leadership involves aligning people with the direction. Management provides control and solves problems. Leadership provides motivation.

Leadership is more about art than science. It is about vision, creativity, inspiration, hope, courage and resilience. Leadership is everything to do with the directional or inspirational influence of one person on other people.

Dorothy McRae-McMahon in “Daring Leadership” states that leadership is the “capacity to see the whole of something far beyond each part of it.”

Leadership is not reliant on positional power or authority but can be exercised by anyone at any time. Positional power can give authority to a leader but leaders can emerge despite there being no formality of position.

Consequently it is my contention that counsellors when working with their clients are acting, or should be acting as leaders.

In line with Robert Greenleaf’s definition of leadership, the Latin root word for leader is “guide”. This definition is probably closer to our understanding of the role of a counsellor. When you then contemplate Parker Paulin’s definition of leadership as being someone with an unusual capacity to project their light or their shadow onto other people, there is an even stronger metaphorical resonance.

So with your willingness I would like to take you through the meditation interchanging the word leader with guide or counsellor.

I will spend a little more time drawing out some of the concepts related to the last metaphor on sustainability as I have absolutely no doubt that that one applies strongly to your vocation.

## **A FEW CHOSEN METAPHORS: LIGHTING THE WAY FOR OTHERS**

### **THE GUIDE AS TRUSTED SERVANT**

The picture here is of the deeply trusted household servant who has intimate knowledge of the working of the household and the people for whom he/she works.

One of the most important things for the counsellor is their base of integrity or wholeness of character and principle/values upon which others come to know that they are operating. It is vitally important in the constantly changing complexity of today’s world, where persuasion is everything and control is minimal, that counsellors are able to establish a strong reputation of capacity to be trusted in terms of the principles in which they believe and the integrity with which they operate.

Wendy Quinn  
4/10/2018

Sometimes a counsellor working within the context of complex situations will be faced with the situation of needing to say to the people with whom they are working; “You will have to trust me.” Time and again the partnership work involved in resolving complex issues arrives at moments in time where there is a need to act with courage (without all the information, bending or even needing to break rules, and going against current thinking and taking extreme but calculated risks) in order to creatively move forward in finding solutions. The capacity for the counsellor to be able to persuade and continue to persuade others to be willing to be involved and make decisions on such a tenuous basis is almost entirely based on the counsellor’s credibility.

Many things will contribute to the credibility of a counsellor including their overall competence and knowledge of the area of work, but more importantly for most people will be the demonstrated integrity of the person.

Does the inner motivation, demonstrated character and the outward actions of the counsellor add up to a unified believable and consistent package over time? If it doesn’t then it will prove to be a significant stumbling block to the necessary level of trust to engage in successful partnership work.

One important area related to this is the underlying motivation of the counsellor to be primarily focussed on serving others and achieving the best outcomes that are possible. As mentioned earlier Robert Greenleaf’s Servant Leader concept is important to understand at this point. “ The primary motivation is to serve and this is manifested by the servant-first to make sure that other people’s highest-priority needs are being served and that those being served become healthier, wiser, freer, more autonomous, and more likely themselves to become servant leaders.”

### **THE GUIDE WEARING ROSE COLOURED GLASSES.**

Our world of complexity is often one of great stress and confusion with many obstacles and barriers. Often hard work is required with seemingly minimal outcome. On occasions the best laid plans and sustained effort can go astray, hard fought solutions can vanish and the way ahead can seem without hope or direction.

One of the key roles of the counsellor is to be the custodian of hope and to retain a positive view of the capacity for healing and recovery into the future and to find constructive solutions or possibilities at each step. To take this one step further, the counsellor often has an important role to make sense of the confusion and despair and even reinterpret the latest stumbling blocks in a positive light, acknowledging the difficulties but proposing alternate ways forward and gaining a recommitment to press on for a solution. This attribute is very strongly connected with having a vision or positive picture of the future.

### **THE GUIDE AS A TIME TRAVELLER OR MULTI-DIMENSIONAL EXPLORER.**

Wendy Quinn  
4/10/2018



In line with a number of the suggested qualities of a counsellor, there is an increased need for excessive curiosity about the environment in which they are working and living, and encouragement of others to be similarly preoccupied. This extends to the need to be familiar with the lessons of the past, the realities of the present, and the opportunities and threats of the future. The counsellor needs to become comfortable with moving through time with the speed of light, always on the look out for additional information, hungry for knowledge, and thirsty for ideas and possible connections.

The counsellor as an explorer of the environment needs to make use of a variety of other scientific instruments and vehicles as well as the time machine and become adept at judging when it is appropriate to use each of them. These include the microscope to examine minute detail, the telescope to gain additional information on objects/issues that are far away but need to be understood better, and the helicopter when there is a need to be able to gain an aerial view or different perspective on an issue that is too close.

### **THE GUIDE AS A MAGICIAN: A BELIEVER AND MAKER OF A LITTLE MAGIC**

This area is one of the most important for counsellors to understand and to build into their practice. This is about understanding, knowing and believing that God's grace and presence is readily accessible in the world and available in a healing way to all people.

I normally approach this area a little more carefully when talking within corporate or non-spiritual settings but people see through this and understand that it is essentially spiritual.

I talk about the power of partnership, the magic of teamwork and the amazing phenomenon of collective intelligence when you are able to get a group of people to come together authentically in a non-violent way to solve problems together.

I also talk about the very real experience that most people have had with synchronicity or meaningful coincidence when the right person turns up in your life at just the right time runs up, when the right event happens at just the right time or when things come together in an inexplicable way.

I talk about the importance of guides/counsellors understanding that these things can happen and knowing the sorts of things that can be put in place to make these predictable miracles more likely to happen to assist with finding solutions to complex problems and enabling healing within and between people.

As this is a Christian Counsellors conference I would also want to add that I think this is also about the counsellor already having had a personal experience with God's healing and transforming grace; knowing how to walk that pathway with others through the desert of pain, not knowing, humiliation and loss but with compassion and wisdom. It is about knowing that this is the likely place for a spiritual encounter with God, transformation and healing. This is indeed powerful and awesome magic.

Wendy Quinn  
4/10/2018

## **THE GUIDE AS A GARDENER: TO EVERYTHING A SEASON-IT IS ALL IN THE TIMING**

Those of you old enough will perhaps remember the Bryds rendition of part of the book of Ecclesiastes. ‘To Everything Turn, Turn, Turn there is a season turn, turn, turn and a time for every purpose under heaven. A time to be born, a time to die, a time to plant and a time to reap etc....’”

This one is also a concept that is poorly articulated or acknowledged as needing to be part of the counsellor’s repertoire.

It relates to the issue of timing and judgement. There are many things that can, and should be, done but what is not always apparent is the absolute importance of timing. The rich metaphor of the garden and the counsellor as a gardener can be usefully contemplated in depth. The gardener of excellence soon works out when is the right time to plant, to water, to prune, to harvest, to remove pests, fertilise/enrich the soil, or simply to wait, as in winter, or to pause to appreciate the beauty and marvel at the growth.

I think that we are all familiar with the concept of the right idea at the wrong time and vice versa. The counsellor’s skill in this area is to be fully aware of the total environment and to judge when to act and not act on any issue. Another important aspect is the understanding that sometimes there is a need for expedient action in a moment of time because the opportunities that will not be there again before or after this critical moment. The counsellor’s particular responsibility is to determine the issue, detect the moment in time and garner support and energy for action at the critical time. Tasmanian gardeners come to know that there is a critical time to plant out tomato seedlings that avoid frosts and still enable tomatoes for Christmas. The margin for opportunity is a matter of days.

## **THE GUIDE: WALKING WITH A CANDLE - (VISION and COURAGE)**

If you have ever been in a blackout with a need to move with only the light of a candle or walking outside on a dark night with the light of a small candle or torch, particularly in an unknown environment you will understand this picture. Sometimes in life the way ahead is not possible to see clearly but there is a need to move forward nonetheless. The counsellor’s job is to guide the way for others with the small amount of information that is known, bravely trusting that a pathway will emerge through the process of movement forward. In these times, the choice to stay still and not act at all is even worse and not possible so considerable courage is required. You know where you want to go but the pathway is not clear. Waiting for perfect clarity is not an option.

## **THE GUIDE: WALKING THE LINE (COURAGE WHEN ALONE)**

Wendy Quinn  
4/10/2018

Other times there is a need for the counsellor to take a stand of something even though there are opposing opinions all around. Movement forward and action is required, bravely putting forward the opposing viewpoint despite the likelihood of personal cost. No supporters are seemingly in sight. Considerable courage is required to hold your head up, continuing to express the contrary ideas and actions. This time the vision or way ahead is all too clear and the danger is known but nonetheless there is a need to proceed.

## **THE GUIDE AS A WAVE: THE RHYTHM OF COMPASSION (SUSTAINABILITY)**

And so we come to the last, and probably the most important metaphor. The guide as a wave. The waves on the shore have a constant balanced rhythm. The outward powerful push of the wave hitting the shore is followed by the gentle inward breath before once again the wave pushes outward with action. Inward, outward, inward and outward followed once again by the inward and outward rhythm. The size of the outward push of the wave is direct balance with the inward pull. From gentle waves lapping on the shore to the size of the larger waves in a storm and every now and then, a tsunami.

Understanding the rhythm of life, with the constant need for balancing of the inward breath of renewal and contemplation with the outward breath of compassionate service, just like the waves of the sea moving forever inward and outward in perfect balance and sustained motion.

Working in these areas of supporting people in need that are so often so closely entwined with human tragedy and close encounters with the intensity and pain that surrounds the human condition, the counsellor needs to have come to terms with the universality of human suffering. The counsellor needs to have an established practice of inner contemplation and renewal in direct proportion to the requirement to respond to the suffering within the world.

Both Richard Rohr; “Everything Belongs” and Gail Straub; “the Rhythm of compassion” describe their own understanding of this practice but both add that there is another important aspect.

Gail Straub proposes that people engaged in active service in stressful environments need to balance inward renewal with outward service. “Our enquiry into the world’s suffering has taken us from the land of moral obligation fraught with egos and shadows, to the territory of effortless generosity. We have seen that with the cultivation of a quiet mind, an open heart, presence and radical simplicity- serving flows naturally and freely from us. With time these qualities of mature compassion lead to a place where our service and our stewardship become an extension of our spiritual practice. This practice is to open to suffering, to feel it, to connect with it and to let it flow through. Dedicating ourselves to this practice makes us strong, when we are strong our heart can break in a particular way that liberates us. As we conclude, our compassion has come into full bloom. Now we see the true nature of suffering and we can respond skilfully to it.”

Wendy Quinn  
4/10/2018

Richard Rohr comes to very similar conclusions about the need to balance the inward and outward breath. He states that he believes there are two pathways to the transformation that is needed for people to move to higher levels of spiritual awareness that are needed to be able to work skilfully with wisdom and compassion with others who are wounded and suffering and themselves in need of transformation and resurrection. The two pathways are either through intensive levels of prayer, meditation and contemplation to a stage of enlightenment and transformation or alternatively through the pathway of suffering or as he calls it The Way of the Wound and transforming healing. He believes that this is the pathway most people will follow and until someone has been through this themselves and been transformed and are able to welcome suffering, stay in the place of the unknown and learned the lessons that it has to teach then it will be difficult for them to guide anyone else through this pathway.

My own journey resonates with the wisdom of both Gail Straub and Richard Rohr. I am still continuing to learn about sustainability whilst continuing to work in the hard places of life. Maintaining inspiration, hope and wisdom is about much more than coming up with a balanced formula of rest and recreation and periods of work. It is about much more than a healthy diet and physical fitness.

I have learned that apart from these necessary areas of balance there is also a need for four concepts to be included in my life as a matter of necessity.

- 1) An established practice of spiritual contemplation; finding the god within and the god without.
- 2) An established practice of self-renewal, recreation and reenergizing activities that I know work for me.
- 3) Continued exploration and growth of self-understanding. This can take many forms but it does require some meaningful dialogue with others.
- 4) Preserving an active capacity to continue to explore the wider world; new ideas, concepts, people. Places. The explorer/scientist building understanding and connections.

## **CONCLUSION**

This morning we have explored a number of key questions and spent some time meditating and pondering some others.

Are counsellors leaders or guides for others? The importance of lighting the way and assisting in the process of transformation for others who are struggling to see the way.

What are the qualities/tools that a guide should have to assist them with their role.

Being a Trusted Servant;

Wearing a pair of Rose-coloured glasses;

Being a Time Traveller:

Being a Magician;

Being a Gardener;

Knowing how to Walk with a Candle and how to Walk the Line and finally;

Wendy Quinn

4/10/2018

Lighting the Way for Others April 2008 Keynote Address.docm

Knowing how to live as a wave understanding the need for inward healing and renewal balanced with outward service practiced with wisdom, compassion and effortless generosity enabling others to live transformed lives.

I hope that these thoughts and the meditation encourage you in your ongoing journey and vocation.

Before I finish I would like to leave you with the words of two things; A Poem and a song. Both explore metaphorically some of the themes that we have been exploring today and both continue with the theme of water, rhythm, paradox and unexpected grace. I will leave you to ponder the meaning.

## **SLOW ACTION OF LOVE**

There's a slow action of love, you know it  
It's as strong as a mountainous sea  
There's a slow action of love  
Burning in the heart of you and me

There's a slow action of love  
Faithful as, the moon as the tides  
There's a slow action of love  
Tender as the stars against the sky

When we know, we are loved  
Just as we are  
Surely we are free  
For the slow action of Love

John Coleman  
2005

## THE SEA

I built my house by the sea.  
Not on the sands, mind you,  
Not on the shifting sand.  
And I built it of rock.  
A strong house by a strong sea.  
And we got well acquainted, the sea and I.  
Good neighbours,  
Not that we spoke much.  
We met in silences,  
Respectful, keeping our distance  
But looking our thoughts across the fence of sand.  
Always the fence of sand our barrier,  
Always the sand between.  
And then one day  
(and I still don't know how it happened)  
The sea came.  
Without warning.  
Without welcome even.  
Not sudden and swift, but a shifting across the sand like wine,  
Less like the flow of water than the flow of blood.  
Slow, but flowing like an open wound.  
And I thought of flight, and I thought of drowning, and thought of death.  
But while I thought the sea crept higher till it reached my door.  
And I knew that there was neither flight nor death nor drowning.  
That when the sea comes calling you stop being good neighbours,  
Well acquainted, friendly from a distance neighbours.  
And you give your house for a coral castle  
And you learn to breathe under water.

Carol Bialock, Chile 1975

As quoted by Sheila Cassidy in *Good Friday People*

## ABOUT THE AUTHOR

**Wendy Quinn** is an experienced senior manager in the Tasmanian Governments' Senior Executive Service. She is a graduate of the Australian Institute of Management's *Australian Competent Manager Program* and the Tasmanian Department of Health and Human Service's *Statewide Executive Development Program*.

Wendy currently provides strategic leadership in the direction and management of the Disability Services Business Unit, Department of Health and Human Services. She provides advice to the Minister, Secretary and Deputy Secretary Human Services on Statewide and Commonwealth/State issues which encompasses national and international developments and contributes to the development of government policy. Underpinning this role is a genuine commitment to the achievement of a fully inclusive society in which the lives of people with a disability are valued and they are respected as equal members of our community.

Wendy has demonstrated skills in the management of financial resources, information systems, operations and strategy but is equally passionate about leadership in the 21<sup>st</sup> century. In 2003 Wendy was invited to present her thoughts and experiences related to leadership in complex care at a national symposium on Complex and Exceptional Needs in Health and Community Services organised by the Health Leaders Network. Since that time Wendy has been invited to speak on aspects of leadership at numerous forums within Tasmania and Australia.

Wendy's unique approach and commitment to modern leadership ensures that she approaches the management of complex and exceptional needs within health and human service environments with vision, creativity, inspiration, hope and courage in conjunction with many years of experience and wisdom.

Wendy's career within the Tasmanian Health Department spans two decades. Relocating from Sydney, where she trained as an Occupational Therapist, she began her work in Tasmania as a Paediatric Occupational Therapist at the Douglas Parker Rehabilitation Centre and rapidly progressed to a senior managerial role within the organisation. Wendy then moved to the position of Manager Assessment & Rehabilitation (South) with the Tasmanian Department of Community and Health Services, made the transition to Aged & Disability Support and was soon appointed as Statewide Manager Service Development within the Department's Community and Rural Health Division. In recognition of Wendy's significant achievements in this area, she was appointed State Manager Mental Health Services and Director Community Support prior to her current appointment as Director of Disability Services.

Wendy has led a number of critical service reforms, established significant partnerships and worked at state and national levels in policy and service development reform. For example, Wendy played a key role in the establishment of a multi-strategy *Psychiatrist Recruitment & Retention Workforce Project* designed to combat severe difficulties with recruitment and retention of a skilled and qualified mental health medical workforce.

Wendy Quinn  
4/10/2018



Wendy is an experienced crisis manager. In response to the Five Deaths in Custody Inquest [Hobart Risdon Prison] and Ombudsman Inquiry, Wendy worked with other Agency leaders to plan and implement a number of key government responses and strategies which included the development of the *Integrated Offender Management Model*. This included the commissioning of a 35 bed secure mental health unit, the development of Primary Correctional Health and Community Forensic Mental Health Services and the drafting and implementation of the Tasmanian *Mental Health Act 1996*. Wendy also had a key leadership role in the successful completion of the \$13 million *Redevelopment of the Royal Derwent Hospital Project*, which involved the closure of the remaining beds in Tasmania's only stand alone psychiatric institution.

Wendy was integral to the successful management of the Ward 1E Health Complaints Investigation and the Internal Review which led to the \$47 million *Bridging the Gap* initiative for mental health reform. She also led the successful development and implementation of the Agency Collaboration Strategy for care of clients with complex and exceptional needs, including the establishment of the Board of Exceptional Needs, training for key coordinators and the provision of integrated care packages for 12 clients.

Wendy continues to represent the Tasmanian Government on national forums and committees and is a strong advocate for the provision of professional, effective and efficient disability services.

## REFERENCES

Bohm, David as quoted by Joseph Jaworski in *Synchronicity: The Inner Path of Leadership*. (As above) Chapter 16, Dialogue: The Power of Collective Thinking.

Bohm, David *Wholeness and the Implicate Order*. (London: Routledge & Kegan Paul, 1980).

DePree, Max *Leadership is an Art*. (Melbourne: Australian Print Group, 1989).

Cassidy, Sheila *Good Friday People*. (London: Darton, Longman and Todd Ltd, 1991)

Covey, Stephen R. foreword to '*Insights on Leadership*, ' ed. Larry C. Spears. (Toronto: John Wiley & Sons Inc., 1998).

Covey, Stephen R. *Principle-Centered Leadership*. (Great Britain: Simon & Schuster Ltd, 1992).

Covey, Stephen R. *The 7 Habits of Highly Effective People*. (Melbourne: The Business Library, 1989).

De Geus, Arie *The Living Company: Growth, Learning and Longevity in Business*. (London: Longview Publishing Limited, 1997).

Greenleaf, Robert K. *On Becoming a Servant Leader*, eds. Don M. Frick and Larry C. Spears. (San Francisco: Jossey-Bass Inc., Publishers, 1996).

Handy, Charles *The Hungry Spirit: Beyond Capitalism: A Quest for Purpose in the Modern World*, (Great Britain: Hutchinson, 1997).

Jaworski, Joseph *Synchronicity The Inner Path of Leadership: Introduction by Peter Senge*. (San Francisco: Berrett-Koehler Publishers, 1998).

McRae-McMahon, Dorothy *Daring Leadership; For the 21<sup>st</sup> Century*. (Sydney: ABC Books, 2001).

Rohr, Richard *Everything Belongs* (The Crossroad Publishing Company, 2003)

Rohr, Richard *Faith and Leadership* : (CD Publication. Christian Centre for Social Action- Ph: 94724227 Perth 2006)

Rohr, Richard *Healing Wounds and Recovering Spirit*: CD Publication. Christian Centre for Social Action- Ph: 94724227 Perth 2006)

Rohr, Richard *Things Hidden : Scripture as Spirituality*. St Anthony Messenger Press, Cincinnati, Ohio, 2008

Wendy Quinn  
4/10/2018

Stace, Doug and Dexter Dunphy *Beyond the Boundaries: Leading and Re-Creating the Successful Enterprise*. (New South Wales: McGraw-Hill Book Company Australia Pty Limited, 1996).

Straub, Gail *The Rhythm of Compassion: Caring for Self Connecting with Society*. (Boston: Journey Editions, 2000)

Senge, Peter and Otto Scharmer, C. and Jaworski, Joseph and Flowers, Betty Sue *Presence: Exploring profound change in people, organizations and society* (Nicholas Brealey Publishing, London, 2005)