



Head & Heart is a collection of ideas, resources and frameworks to support your personal and professional development in leading yourself, others and organizations with head and heart.

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From the Editor

Dear Readers,

Business experts share that the reasons for losing customers and clients are 70% E.Q.-related and up to 50% of time wasted in business is due to lack of trust.

These numbers are alarming. What's even more alarming is that numerous surveys show us that most companies still fail to leverage the business of emotions in a way that creates deep and meaningful engagement and ultimately helps create breakthrough results.

In our spring issue of Head & Heart we would like to share with you why emotions are central to successful leadership and show how you and your organization can profit from your emotions at work. Enjoy the read!

Birgit Schmidl

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Thought Leadership

The Business of Emotions

"One of the saddest scenarios in organizational life occurs when followers abandon leaders."

Joseph Badarraco Jr. – Questions of Character

Research is showing us that up to 30% of business results come from the climate a leader creates and up to 70% of organizational climate is driven by the competencies of the leader. These competencies have been well described by Daniel Goleman as Emotional Intelligence (EI), defined as "the capacity for recognizing our own feelings and those of others, for motivating ourselves and for managing emotions well in ourselves and in our relationships."

EI has proved a useful tool for raising awareness of emotions and understanding the emotional reality of an organization. However, it has also let leaders off the hook by allowing them to discuss emotions only in rational terms rather than feeling them and learning more about how to express them effectively.

To get to a richer reality of the business of emotions we need to understand our primary emotions, the ones we were wired to express from birth – **joy, anger, sadness, surprise, fear and disgust** and to understand how we develop and express the more toxic emotions – **hatred, envy, guilt, lust, greed and pride**.

We all can recognize and feel each of these emotions, both positive

and negative in ourselves. This is nothing to be ashamed of. It is who we are. It is what makes us human. It is a painful thought for me that so much of our early conditioning has caused us to work hard to repress the expression of these wonderful gifts of natural personality during the journey of our lives. This is apparent in my coaching work with senior leaders.

As Descartes said "mind and body influence each other mutually." The business of being human is both rational and emotional. All our interpersonal transactions consist of an exchange of emotions. We can ignore this, as sadly so many people do, but it is there for all of us to see in our body language and to experience through our awareness - if we choose to do so.

Until we choose to do so, as leaders, we run the high risk of never being experienced as authentic and inspiring and in addition, creating emotionally toxic environments around us that grind people down to lower levels of performance.

If we continue to do this, we will certainly cause our followers to abandon us. And we will have failed these people as leaders.

Ed Norman

Leading Self

The Value of Emotions in Decision Making

"Cherish your own emotions and never undervalue them."

Robert Henri

We like to think that we're devoid of emotions in our professional lives – that we make critical business decisions with our head and not our heart. The truth is that our emotions follow us wherever we go. In fact, for most professionals, both positive and negative emotions often become the decisive factor for success or failure.

The value of emotions is that they can act as kind of an alarm, either calling our attention to a potential danger of a certain course of action or ringing our bell for a golden opportunity. Working with leaders I often ask the question "What was the worst decision you ever made?" And then I ask them how they could have avoided this bad decision. The answer is frequently, "I didn't have a good feeling about this decision, but I didn't know why and ignored it." The problem is that decision makers often can't pin point their feelings and end up relying solely on their rational thinking. By listening to this inner voice we can gain greater confidence in our decision making process and over time learn where the emotional feeling comes from.

We often tend to build up a protective wall around our emotional self

and don't allow for these feelings to be seen or felt by others. In so doing we are depriving ourselves and others of the clearness, honesty and energy that come with emotions. Of course we need to control our negative emotions, such as anger, greed or envy so that they do not have a destructive effect on ourselves and others. But this should not prevent us from sharing the joys, enthusiasm, frustration or fears that allow others to know where we stand on a given issue. Expressing these feelings can open up the door for an enriching dialog about very important decisions. Don't leave yourself and others in the dark.



Another very good reason for sharing our emotions is that when we suppress an emotion, the energy of that emotion stays with us, which can eventually lead to serious illnesses. Work can often be very stressful, and a good way to reduce this stress is to talk about its cause and emotional effect. Get to know your emotions, to understand them and integrate them as part of your decision

process. Emotions are the fuel for lasting behavioral change.

It's a lifetime challenge to find the right balance between the emotional self and the rational self. It can be very hard work, but who ever said success comes easy?

Clyde Moss

Point of View

Driving Performance

Do our emotions drive our mindsets? Or can we change our mindset and influence our underlying emotions? It depends on your point of view.

I recently heard the CEO of an organization with aggressive growth goals state openly that he doesn't feel fear or pressure. "Fear makes me too willing to take on any business just to grow." Instead, he stated that he experienced excitement and joy in choosing to pursue the kind of business which is aligned with company strategy for good growth. His good growth mindset is influencing his emotions. Excitement and joy, not pressure and fear.

Six months ago, a high potential leader shared with me that she felt she was not effective at resolving conflict and was secretly afraid of giving feedback in case it would lead to conflict. We co-created strategies for her to begin giving effective feedback, which increased her confidence. She was excited to go and try it.

Recently, she told me that her team's key performance indicators had all increased and the team spirit had improved. Her positive emotions about giving feedback changed her behaviour and now she has adapted a feedback culture mindset – helping her team and the business.

The CEO's emotions drive his mindset, however the high potential's strategic mindset influences her emotions. There is much each of us can do for ourselves to develop emotions which increase personal and business profit. The best approach depends on your point of view.

Michael Couch

Word Watch

Emotion

It never ceases to amaze me that for many people the word emotion conveys an immediate sense of fear. On the other hand, there are people who are comfortable with emotions, express them readily and create climates that encourage others to do the same. These people are less common, especially in the world of business.

So what has happened? Why the difference? Are we all contracted to leave our emotions at home when we go to work?

We need to remind ourselves what emotions are and why they are fundamental for effective leadership engagement and motivation.

The word emotion means to “move out of.” When we feel emotion, we feel something coming out of us. There is a movement of feeling within us. And for many people this movement is experienced as scary. It feels like something out of our control. Thinking is much safer. We have been led to value our thoughts, to channel them and control them. Most people would side more readily with Descartes when he said “I think, therefore, I am” rather than with Rousseau who said “I feel, therefore, I am.”

We are shaped by our emotions, however hard we try to control them and in so many ways, it is our emotions that give direction to what we think. In business we all show up as human (whether we intend to or not!) and as humans we show up with our emotions and our thinking. How we manage this combination effectively is at the very heart of leadership – the real business of emotions.

Ed Norman

Leading Others

Responding to Perception with Emotional Maturity

Sharp perception is part of emotional maturity. Knowing what to do with your perception makes all the difference when leading others.

Martin is meeting his line manager, Carla, to discuss a costly mistake that Martin’s team made on a valuable customer order. Carla clearly senses that Martin feels uncomfortable and opens up with her best guess at what is causing the discomfort, “Martin, I’m wondering why you’re so angry.” Except that Martin is not angry. Even worse, because of previous bad experiences with Carla’s domineering style, Martin decides to stay tight-lipped and stick to making general comments. Martin knows this is the best way to ride out the storm.

Increasingly frustrated by Martin’s lack of openness, Carla presses home her questions about the source of Martin’s “anger.” Despite her intensive probing the discussion quickly comes to an inconclusive close. Neither Carla nor Martin leave the room satisfied with the outcome of their exchange.

Perception is a powerful tool when leading other people. Tuning in to their mood can make all the difference to the conversation. It is the basis for building a constructive, positive exchange. So perception plays a key role – indeed, it is one of the foundation stones – in emotional intelligence.

It could all be so different. By learning to use her perception more constructively, Carla shows effective lead-

ership when Martin comes into her office.

By combining her perception with the known facts, Carla starts the exchange with a different emotional tone, “I know there has been a mistake with that important order. I don’t know how it happened. But I sense that you are feeling uncomfortable... and I am happy to help, if I can.

What’s your feeling right now?”

“Well, it’s my team that’s messed up terribly and it’s going to cost us big time,” is the honest, slightly guarded response from Martin.

Carla responds calmly, “You know, that’s a responsible attitude you have. It can’t be the end of the world. Let’s see if together we can work out what to do about it.”

Having a sharp perception is one thing. It is how we use it that makes all the difference. Great leaders know the type of the response that is needed and how to deliver it. As a leader, if you’re dealing with a mistake your team has made, the response comes from your perceptions, your experience, your wisdom, and uses your emotional intelligence to craft it into words. This is tuning in to the emotional mood in the room.

Steven Hunt



Leading Organizations

Leading an Emotional Organization

As you pass from the tender years of youth into harsh and embittered manhood, make sure your take with you on your journey all the human emotions! Don't leave them on the road, for you will not pick them up afterwards!

Nikoloi Gogol

As individuals, we experience a fuller and richer life when we are able to emotionally experience ourselves and those around us.

Sports teams that achieve exceptional results often refer to the emotional connectedness they feel among



themselves as well as the role their emotions play teamwork.

In the business world there are leaders who park their emotions at the door. Emotions are private and personal, and have no place at work, they might say. Perhaps they grew up in an environment where emotional expression wasn't appreciated, or have a professional background where emotional intelligence wasn't required or asked for.

There are other leaders, however, who understand the influence that they and their emotions have on the organization. These leaders use their

emotional expression and their ability to manage the emotional aspects of their relations to create results.

As a leader, I can contribute to an emotional expressive and engaging organization by;

Authentically expressing my emotions to encourage those around me to follow in my steps.

Learning to distinguish between objective and subjective dialogs with my team. Subjective discussions or expressions (I don't understand our strategy) don't require a "judgement answer" – in other words, not "how could you not understand our strategy," instead try, "could you share with me what you mean by our strategy isn't clear, and what needs to be clearer for you?"

Providing your team members with choices instead obligations. When people feel they have a choice of how to do things they have more energy and engagement at what they do.

Positive emotions expressed by leaders are contagious to work groups, increase energy and engagement, stimulate creativity and dimensions of group performance. There is a great deal of profit in the business of emotions.

Dan Norenberg

Food for Thought

There can be no knowledge without emotion. We may be aware of a truth, yet until we have felt its force, it is not ours. To the cognition of the brain must be added the experience of the soul.

Arnold Benett, British novelist

Leadership Facts and Figures

Currently 88% of Germany's employees do not truly feel commitment to their job: 68% of the employees polled only work to rule and 20% have checked out mentally already. This means that the number of employees who demonstrate only little or no emotional engagement at work has remained at a constantly high level for the past six years.

Moreover, only 51% of these people state that they would still like to work for the same company in one year whereas 93% of the employees with high emotional engagement would agree to this statement.

Employee Engagement Survey
Gallup, 2007

For more interesting **Leadership Facts and Figures** go to our Leader's Toolkit at http://www.nvision-learning.com/leadersedge_toolkit.php