Head &Heart

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.

From the Editor

Dear Readers,

Last year several members of our growing learning community asked us to consider social leadership as a Head & Heart theme.

Speaking on behalf of our team, we are deeply grateful for the emerging dialog that is developing from our heartfelt efforts to share our views (head) and our passion (heart) on important challenges confronting today's and tomorrow's leaders. Let's continue this exchange.

Kofi Annan reminds us that whether we are poor or prosperous, we have only one world to share. Our intentions and practices of personally exercised social leadership will play a significant role in how we *nvision* and shape our future.

We trust that you enjoy our latest Head & Heart and look forward to your continued comments and critiques.

Dan Norenberg

Look Inside

Thought Leadership

Where do you start to change your world?

"As various parts reorganize into a new whole, the system escapes into a higher order."
Ilya Prigogine

Companies face many pressures to act in a socially responsible manner. Social performance, social responsibility, and social responsiveness are newly introduced metrics to gauge aspects of social leadership.

There has been a great deal of talk about the importance of social leadership – doing good for the less fortunate, leaders positioning their company in a good social light, partnering with PR and media companies to get the best spin on social leadership, media, responsibility and so on.

Why is it so often the case that leaders feel compelled to go outside their own company to practice social leadership? While it's important to support those in need and worthy causes abroad, it strikes me as odd that we often overlook how social leadership practices can impact people and results in our immediate environment, namely in our own organizations.

Consider that for most companies, the single largest budget line investment is people. How's that investment really working and when you review the most recent employee engagement survey, how many employee measures were in the "highly engaged" category? Here we see the results of well-practiced social leadership or not.

Social leadership, in my eyes, is not only about going outside of our immediate environment and "doing good" somewhere else. It starts right in front of us, with each and every interaction we encounter. Well-practiced social leadership balances the priorities and needs of the business and people.

Companies thrive on profit and people thrive on happiness and the social leader recognizes that both are vital for today's business success. Social leadership unites individuals with compassionate focus and encourages personal engagement and interaction with others that generate social capital (respect, trust, inclusion and connectedness). This becomes the foundation for aligned efforts that lead to both business and personal profit.

I can clearly see the day when leaders are judged not only by the financial profits they produce, but also by the extent in which their people feel and express the personal profit (growth, recognition and advancement) resulting from the social engagement they experience in their companies.

Anchored in the confidence of this experience, we multiply the experience and fruits of our collective social leadership. That's where we change our world.

Dan Norenberg

Leading Self

The "Brand" Called Me

"In all the world, there is no one else exactly like me. Everything that comes out of me is authentically mine, because I alone chose it. I have the tools to survive, to be close to others, to be productive, and to make sense and order out of the world of people and things outside of me."

Virginia Satir

What does managing the brand called me have to do with social leadership? Plenty.

"Social" implies more than one person. Yet we cannot engage with each other in dialog about "we" if I don't periodically engage myself in a dialog about "me". In leadership workshops we talk about "charisma" and attempt to understand what it is. For me, it is when I look someone in the eyes and I see a "core" – a bedrock of values and beliefs that this individual knows intimately and which are unshakeable. What is the work needed to have this core? Self-reflection and inner dialog.

The benefits of this inner dialog for the individual are many but it also is a key enabler of "social leadership". This phrase evokes images of a group able to engage with each other and work together to do what they collectively feel is the right thing in what they believe is the right way. This is the social fabric that binds a group of people together, over time, in order to achieve more than they could alone. While their aspirations will also require leadership (in the more traditional sense) to achieve, it all fundamentally depends on each individual knowing who they are and what they stand for – a pretty good definition of "brand". This enables them to engage with others in dialog to find what unites and aligns everyone in the group.

We all spend a large percentage of our time at work and people increasingly want to feel energized by the work they do and believe they contribute something to the good of society. So what can we do to encourage more of this kind of social leadership in our organizations? Encourage the dialogs in which people share what is truly important to them.

For example, employee engagement surveys, for all of the great and helpful data they supply, fail to include one critical question: *"after the reflection required to complete this survey, what are you personally going to do differently starting tomorrow to make this a better place to work?"* Why not ask it of yourself, share your answer with a colleague and encourage them to share with you? Now that would be social leadership.

Michael Couch

Point of View

From Control to Social Leadership – A Paradigm Shift

A decade ago, leadership was equated with "command and control" — today, due to turbulent complexity and global interconnectedness, organizations require different attributes from their leaders.

Social leadership comes in many guises. One dimension is the internal/external dynamic which can have a focus on the internal organizational culture, mission and values, or alternatively, contribute positively to the external context in which the organization operates. There are also multiple styles of leadership, ranging from the charismatic leader with an inspiring vision to the servant leader who empathizes, listens and distills wisdom.

Whatever the differences, social leaders have certain commonalities. The first is the recognition of a social dimension, a bottom line that involves stakeholders as well as shareholders and contributes social as well as economic value. The second is the ability to collaborate and build complementary capabilities across traditional boundaries so that the whole becomes greater than the sum of the parts. The third, and to my mind, most important dimension is that of time: the longer-term focus at the heart of social leadership can paradoxically also result in a greater ability to seize short-term windows of strategic opportunity.

The connectedness that lies at the heart of social leadership can bring distinct advantages. It can enable the organization to innovate and to create new tools to navigate complexity. Such qualities foster the glocal mindset, simultaneously embedding the organization in its local and global context.

Shirin Elahi

Word Watch

Social Leadership

The word "social" is used and understood in many number of ways - some with positive, others with negative connotations. I think most people would agree that the state-supported "social" security presents a weak link to the private sphere of "social" networking. Similarly, Corporate Social Responsibility might conjure up cynicism in some while Social Philosophy might strike others as a harmless academic discipline. For the sake of brevity, let's take "social" to mean the attributes or behaviors which take the interest, intentions or needs of other people into account.

"Leadership" is another word which has different meanings to different people. Wikipedia (a social media tool) defines leadership as the process of "influence in which one person can enlist the aid and support of others in the accomplishment of a common task." To many, "social" is inherent in this definition.

What happens when we put these two words together? Taking editing liberties, I would offer the following: the art of influencing others to reach a common goal while taking the needs and interests of others into consideration. OK, well then whose needs have priority – the employee´s or the shareholder´s? The local or the faraway farmer? Again, the interpretation conundrum.

Leaders quite often have to make tough choices – choices that can adversely affect people all around them. I believe people are motivated by socially-minded leaders who make those hard decisions for strategic reasons which are transparent, while taking the greater good of those around them into consideration. This is the social leadership that I am inspired by.

Tim Nash

Leading Others

Ambassadors of Truth

Social Leadership resonates for many with caring for the vulnerable and developing productive and harmonious relationships between Individual, Society and the State. These are big issues that have challenged leaders and their models of democracy for many a year. Within this thinking, lies the doctrine of "social credit" and how industrial profits should, in part, be transferred to the Community. For some, this dimension of social leadership has become mission & ideology,

for others it is in the embryonic stage of gaining credence, whilst for many it is still viewed negatively and at odds with the financial profit motive.

At a more pragmatic level, Kofi Annan embraces a key aspect of social leadership when he says "whether our task is fighting poverty, stemming the spread of disease or saving innocent lives from mass murder, we have seen that we cannot succeed without the leadership of the strong and the engagement of all." This is a wonderful statement. He is saying that the execution of the agenda of the social leader, requires the same skill set as organizational leadership which has

been observed, researched and documented so thoroughly – with "strong leadership" and the "engagement of all" being at the edge of today's best practice.

Coming closer to the day-to-day reality of each of us, the meaning of the word social is rooted in society which is where we all are and live. So what is our individual connection to social leadership? How do we lead others as a social leader? I believe that we tend to think of social leadership being done by others – not by us.

This leads me to my main point. I don't think individuals can continue to stay reliant on others to fulfill the role of social leadership. Life is becoming too complex and the demands for change too fast for this energy releasing process to be left to the few – the intellectuals. Organizational leadership needs to develop a culture in which it is unequivocally accepted that everybody in their organization is a social leader committed to the caring of others, the growth and sustainability of the organization.

We are all the intellectuals of our organizations and it behooves us to "tell the truth" and "expose the lies" in the best interests of our collective futures. We all know we need candor for our lives to be vibrant and growthful. As social leaders, we can do it.

Ed Norman

Leading Organizations

Bright Lights in the Dark

Socially-engaged leaders exist in all generations.

Here's a good question for any leader: what do your employees do when they're not working for you? The answers, as you would expect, can be revealing. There is often a split between those who know their team well and the others, who are surprised to learn just how loyal, creative and engaged their employees are – when they are not at work.

This second group of leaders often induces cynical reactions from their employees, particularly when corporate literature states that "people are our biggest asset" and "head office exists to support you in the frontline". When you don't know what people do outside work, these phrases sound hollow. They expose the emotional gap between organizational rhetoric and organizational reality. It is no wonder that people feel like "a number".

It doesn't have to be this way. Indeed, research shows engagement – and hence profits and organizational performance – are high when a leader is socially engaged.

Take the historic example of Joseph Rowntree, the chocolate manufacturer. (Rowntree's created Kit-Kat and After Eight, before being taken over by Nestlé in the 1980s.)

Born in England in 1836, Joseph Rowntree visited Ireland as a teenager with his father. There he witnessed the terrible effects of the potato famine.

This experience spurred Rowntree into action. He was determined to treat his workers fairly. Wages were paid on time and he provided a high level of welfare, including housing and occupational pension schemes.

But could such an approach work in today's world? The common response is that organizational dynamics have changed. Now, people rarely believe their organization will take care of them for life. And few leaders feel they are in a position to make such a promise. Where loyalty exists, it is not always rewarded with salary increases, promotions and financial security. A job-for-life belongs in the past.

Yet there are modern-day examples. Take Jimi Heselden who died last month. In the obituaries, Heselden shines through as a social leader. He made his fortune by inventing a cheap, highly effective way of constructing blast walls and barriers for the army. He also gave half of that fortune away. He took a real interest in his staff: typically hiring young people with few qualifications and rewarding them with high wages when they performed well. In return, they fully respected and admired him.

Jimi Heselden could have easily answered the question at the start of this article. Can you?

Steven Hunt

Food for Thought

We have to choose between a global market driven only by calculations of short-term profit, and one which has a human face.

Kofi Annan

Leadership Facts and Figures

£12,054,794 – the value of goods stolen from UK shops every day. The biggest culprits: shop staff. When you're badly paid and the morale is very low, leaders aren't emotionally engaged… it costs the business dearly.

http://www.bbc.co.uk/news/uk-11571022

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

Challenging Situations?

What challenging situation would you like us to deal with in a future issue of Head & Heart? Get our perspective.

Send us an e-mail at:
headandheart@nvision-learning.com

We will of course ensure that your challenging situation remains anonymous.

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