



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,

Over the past several years, relationship has taken a bit of a beating. It's been quantified, technologized, reframed and watered down. Many have strayed from the original purpose and power that relationship offers us. Investing a little can return a lot.

We've given a good part of the last several weeks to immerse ourselves in relationship. We challenged our Heads & Hearts to share our heartfelt insights on this most personal of topics. We believe that everyone can find increased purpose and energy in the essence, beauty and sense of connectedness that relationship offers us, not to mention the potential results.

I'm confident that one or more of our "relationship impulses" will trigger new possibilities for all of us – so go ahead, enjoy your read!

Dan Norenberg

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Thought Leadership

Relationships – The Dynamics of Existence

"Remember that existence consists solely in its possibility for relationships"

Medard Boss

Have you ever thought that you would not exist if you had no relationships? It is a bleak thought but true nevertheless. As soon as we are conceived and have a physical being, we are in a complex network of relationships with people and things.

For the founders of Gestalt therapy, the idea that the Self is not a structure but a changing process that varies according to the different people or things it encounters, is central to their approach. Our Selves evolve and grow through contact and the assimilation of experiences of our ever changing circumstances and the people in them. We exist and we discover who we are only in relationship to others.

Imagine we are wearing an "existence belt" and radiating out from the belt, like magnetic forces, are all the millions of relationships with people and things we have ever had. Some of the forces will be stronger than others. Some will be pulling; some pushing. We will be aware of some and not of others depending on the moment. We have created an image here of a very complex amoeba being moved in a particular direction from moment to moment.

However, our lives as humans are not governed completely in this way. We have choices. There is an "I" that exists in contrast to "you" or "it". This concept of Self, the "I", sees and understands the self that we interpret and believe in at any moment in time to be temporary and shaped by the experience of our relationships. We have, therefore, a relationship with ourselves and through this relationship, we are able to take responsibility for ourselves and especially the meaning we give our lives.

"If you do not seek out allies and helpers, then you will be isolated and weak."

Sun Zi

An interesting thought arises when we ask the question: "What happens if we take our "existence belt" off?!" We are left with an "I" that has no context for existence and if we take away our "I", our existence will be at the mercy of the outcome of all those relationships.

When we now look at leadership through this lens of relationships and existence, we see very clearly how imperative it is for an organization to have a leadership that sees and understands the dynamics of its total network of relationships, its "existence belt", and as the "I" for the organization, to take responsibility for bringing meaning and choice to enable it to reach its potential.

Ed Norman

Leading Self

How Many of You Do You Have to Lead?

"All three of me bought my Maserati – the child wanted it, the adult needed it and the parent said 'drive carefully'. I do."

Eric Berne

Psychiatrist and creator of Transactional Analysis

Many of us, when reflecting on an action in the past are not satisfied with the result it brought in the present. We think "I heard a little voice in my head warning me not to do that. Why didn't I listen?" The question should really be "can I learn to listen to that voice in the future?" The answer: YES!

Freud's groundbreaking work gave us the id, ego and super ego – 3 different voices trying to get our attention. Eric Berne took this a step further in his work on transactional analysis and gave us the inner parent,

adult and child. Their work, among others, makes us aware of a powerful concept that is critical to leading yourself: there are different "parts" that make up you, each with a voice and aspirations that want to be heard.

This concept has recently been taken further by others, particularly Friedemann Schulz von Thun, who talks about the "inner team". His work shows that all of us, particularly when faced with difficult decisions, find ourselves with conflicting feelings and thoughts, torn by different voices in our head. While this seems chaotic, the alternative is to let one voice drown out the others to avoid this inner tension (and appear "decisive"). This unfortunately often leads to the situation described above in which we noticed but didn't listen to the warning voice in the back of our heads.



In essence all of us are team leaders who need to manage the relationships between all of our inner voices to integrate them into a well-functioning "whole".

So what can you do to make some sense out of these sometimes conflicting voices and manage the relationship between them better? In a recent coaching session (in which I was coached) my coach took me through three steps that I found very helpful:

Step 1 was simple **awareness** – to increase my own awareness of the different voices by concentrating on listening to them one by one and even giving them a descriptive "name".

Step 2 was **clarity** – giving each voice a name was the bridge to gaining more clarity on discovering and understanding what aspirations and goals each is pursuing.

Step 3 was **integration** – no different than in managing relationships with others, I found it helpful to let each voice express themselves and their aspirations and then integrate them into a more reflected and informed decision or choice of action.

I came away from that coaching with greater clarity on my challenge and confident in my ability to manage these very important relationships to ultimately engage in authentic action.

Michael Couch

Point of View

What is the State of Your Relation - Ship?

We have a great relationship! We'd make a great team! (Wouldn't we?)

I'm learning to row with my best friend. Making a little "ship" glide effortlessly through the water requires "relationship in the ship". In a two person boat, each has their tasks and responsibilities. My friend and I have a good relationship and assumed everything would go smoothly.

My friend is the "stroke" - the person who sets the rhythm of the strokes. I'm responsible for steering - by applying a bit more strength to one or the other side, I steer the boat and direct my friend to support me.

Instead of following my friend's tempo, I anticipated when the stroke would come, leading to our skulls colliding. "Why don't you follow me, don't you trust me?" "What should I follow?" I retorted, "There's no rhythm to your strokes!" Meanwhile I was so busy making comments to my friend that I forgot to steer and we ran aground. My friend had a few comments about that.

We have a great relationship but took it for granted and assumed we'd be a great team rather than continuing to treat each other with the same respect that built our relationship.

After a short, respectful feedback session, my wife (yes, she is my best friend) and I were flowing through the water, as straight as an arrow.

What's the state of your relationship with those with whom you assume it's good? It depends on your (and their) point of view.

Michael Couch

Word Watch

Relationship

Mathematicians talk about a linear relationship; lawyers about a fiduciary relationship; counsellors about relationship guidance and salespeople about customer relationship management. It seems there is no end to the use of the word "relationship" which engages today's professionals.

But what does it mean to have a relationship and why are they so important?

One way of defining "relationship" is the way in which two or more concepts or objects are connected. This definition probably satisfies the mathematicians, scientists and engineers. A second definition is the way in which two or more people behave towards each other. This one more likely satisfies the counsellors and salespeople.

Both are important. It is difficult to imagine our lives without the scientific breakthroughs achieved by emphasizing the rationality of relationships. It is equally hard to imagine a life without sharing our joy and sadness, hopes and fears with other people – the emotion of relationships. The best businesses work with both of these aspects and build them into their architecture.

We know there is a clear, positive correlation between healthy relationships and productivity. So while the business priority may be on deadlines, product lines and the bottom line, focusing purely on these "practical" issues as a way to achieve success is, in effect, an expression of mass delusion in the organization. The real meaning of "relationship" is achieving a healthy balance between, on one hand, developing concepts and objects, and on the other, strengthening interpersonal behaviors. Then achievement – personal, interpersonal and organizational – rises exponentially.

Steven Hunt

Leading Others

Discovering the Relationship Genius in You

In *The Invention of Lying*, Mark Bellison, (Ricky Gervais, *The Office*) lives in a world where everyone can only tell the truth, all the time.

In the film, Bellison then stumbles upon something that no man has discovered. He learns, quite by mistake, how to lie. The story gets more amusing as Bellison begins to use his newly acquired skill for personal pleasure and gain and demonstrates, sometimes bluntly, what our world might look like if everyone (except Bellison!) always said what they really thought at the time.

While watching the film, my mind was also running with thoughts of our upcoming *Head & Heart*, focusing on relationships, and I began to imagine a company of characters like in Bellison's world, who instead were born with the ability to create meaningful relationships with everyone they encountered. In other words, they couldn't imagine a world where a relationship was anything else other than trusting, open, authentic and transparent. What might that organization look like?

Conflict disappears, as people understand instantly the priorities and pressures of the other parties and they effortlessly melt into joint agendas of purpose and results.

The company strategy is flawlessly executed, as everyone understands their relationship to strategy, their contribution and feels accountable for its execution.

Sales and revenues set new record highs, as members of the sales organization forge meaningful and responsible relationships with every client they meet, and those clients that didn't truly have a need would refer the sales people to other clients that did.

Employee engagement, productivity and innovation skyrockets, as leaders and followers connect, engage and produce in previously unimaginable ways.

My imaginative story got even more exciting. As these "relationship geniuses" see collaboration and possibility in everyone they meet, the concept of competition is completely foreign to them and they relationship with everyone, including the competition! The restricting concept of scarcity is transformed into the principle of abundance and through the power and energy of relationship, there seems to always be more than enough to go around. And, in fairy tale version, everyone profited immensely and lived happily ever after.

Like the world that Bellison experienced, we were born to tell the truth. We laugh and sometimes cringe when young children express their inborn and authentic ability to tell the truth, later they learn to lie, first with "white lies and bending the truth". Sooner or later most of us get indoctrinated. Imagine the possibility and abundance available when we rediscover the "relationship genius" inside of all of us.

Dan Norenberg



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Leading Organizations

Developing a Relationship With the Future

An organization's relationship with the future is its single most important relationship and the common denominator for all the others.

These are complex times for organizations: pressures on balance sheets, rising environmental costs, dealing with the challenges of an aging but kaleidoscopic society and the erosion of many traditional business models. In this dynamic world of uncertainty, relationships are central to understanding and engaging with the inevitable change. As systems shift, everyone is affected. It is what happens between people, organizations, communities and parts of the system that matters – the “in between” of relationships.



prisingly, scenarios have been widely used for conflict resolution. The Mont Fleur scenarios, built by a broad mix of political, business and civil society leaders from starkly different perspectives, were attributed to have brought about the peaceful transition of power in South Africa. The scenarios provided a reflection of what might happen and by examining a range of plausible futures alongside each other, decision makers were able to find common ground and avoid kneejerk reactions to unfolding events.

The common denominator across each and every one of these relationships is the future. The future has the potential to unite hearts and minds. This can create new forms of cooperation between the formal structures and tacit networks within the organization, so too, across external relationships with customers, consumers, stakeholders and shareholders. Scenarios are the tool that can accomplish this cohesive force.

One multinational CEO described how he used scenarios as a calling card before commencing negotiations. By presenting his scenarios of the future to potential partners, the value of collaboration over competition became evident – impacting the very nature of the relationship. Unsur-

Successful leadership under turbulent conditions will not happen without three conditions: a compelling goal that everyone can passionately believe in; a series of possible roadmaps of how to get there under different conditions; and finally, an environment where everyone has an active role to play, however small. Like the cox of a rowing boat, leadership means constant scanning of the horizon for signals of change, whilst ensuring that everyone is pulling together in unison. When energies are aligned and positive they create innovation, productivity and cooperation. Together, organizations can become future minded and work towards a worthwhile goal, one that unites the many relationships across the organization.

Shirin Elahi

Food for Thought

The most effective way to achieve right relations with any living thing is to look for the best in it, and then help that best into the fullest expression.

J. Allen Boone

Leadership Facts and Figures

Eighty-five percent of CEOs plan to partner to capitalize on global integration opportunities — more than half plan to do so extensively. We also found that outperformers are 20 percent more likely to partner extensively than underperformers. This reinforces what we discovered in our last CEO Study: extensive collaborators outperform their competitive peers.

IBM GLOBAL CEO STUDY 2008

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.