



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,

How many of us have sat through (or led) management presentations that describe your company's future growth in number-packed power point slides?

The numbers seem to tumble down out of nowhere and rather than stimulating us into meaningful and aligned action, we are often left feeling frustrated or disconnected from the message and the messengers.

If you're not satisfied with how you and those around you lead growth in your company, find some quiet time and review our latest Head & Heart – Leadership for Growth.

I'm confident that you'll gain some important insights on becoming a better caretaker for your gardens of growth.

Enjoy your read!

*Dan Norenberg*

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## Thought Leadership

### Leadership for Growth

*"To infinity... and beyond!"*

*Buzz Lightyear, Toy Story, 1995*

Growing a business has become a hot topic and will continue to be for many years to come. Leaders recognize that they must focus not only on operational excellence but also on growth. Incremental gains in market share will not be enough to secure a future. The stark reality is that if your business is not growing, it is dying. If your business is not growing, your people are denied the joy of growth in their work and in this central part of their lives, they are quietly dying too. Managing growth is fundamental to an energized organization.

The pre-downturn strength of economies made almost everyone look good. The reckoning of these past three years for many has been brutal. Many will not be able to recover and grow. And there will be more downturns in the future. The survivors will be the ones who understand the secrets of growing profitably.

What are the drivers of profitable growth? There has been a dramatic shift in approach to managing growth, from the zero-sum mentality, in which growth only happened on paper, driven by financial engineers with a focus on cost cutting, downsizing and restructuring, but with no real understanding of the business and what was needed for it to thrive. This led eventually to the realization that this approach did not secure sustainable growth, merely short term survival. The champions of growth, such as Jack

Welch of General Electric, recognized that repetitive shrinking squeezes the life out of companies and that the process of lifting productivity had to be conducted hand in hand with driving top-line growth.

So what do the studies of successful leaders of growth companies tell us? Sharam & Tichy highlight four points. Successful leaders are acutely aware that:

1. No company is too big to grow
2. No industry is 100% mature
3. No market is safe
4. No company is too successful to fail

At the personal level, these leaders have the will and ability to change the "old genetic codes" of their organizations, the DNA that shapes the dynamics and quality of the performance.

They change the "genetic codes" by ensuring that:

1. Business development is everybody's responsibility
2. The leadership determines the genetic code
3. Leaders develop leaders at every level

Leaders for Growth are driven by the belief that any company can grow, no matter what its size... there are virtually infinite opportunities... and beyond!

*Ed Norman*

## Leading Self

### Growth: A Different Kettle of Fish

*Sources of growth for emerging leaders*

A well-known rule of thumb is that it takes 10,000 hours to become an expert in a specific discipline. If this is the case, why do so many aspiring kids fail to become sports stars? Because it is not just knocking the ball around in the park. It is 10,000 hours of focused, persistent, disciplined practice that will turn you into a Messi or a Maradona. It's what you practice as well as how much you practice.

Those who achieve mastery also possess intense desire, driven by a strong sense of purpose in what they are doing. They feel that their work – in this case, practicing – is meaningful and rewarding. It is the same in any walk of life.

Ask a young mechanical engineer whether he would like to design cars for Ferrari. He'd jump at the chance. An opportunity to work with some of the world's top car designers is not likely to be turned down quickly.

Although not everyone can work at the top – there's a limit to how many engineers Ferrari needs – the opportunities to grow and do meaningful work exist for everyone.

For a mechanical engineer, a reverse engineering project can be just as exciting. Mercedes recently challenged a group of academics to design a concept car. The two requirements were to maximize internal capacity and fuel efficiency. The academics looked to Mother Nature and more specifically to the boxfish. Despite its largeness, the boxfish is extremely aero-dynamic. The resulting concept car broke new ground for Mercedes growth into developing more environmentally friendly cars. This is how resource constraints can drive people on to create new growth.

In the organizations I work with, I often see emerging leaders facing the same challenge. To date in their careers they have been successful "individual contributors" – technical experts doing tasks well under close supervision from their manager.



It is when they step up to lead others that the demands multiply. A common complaint from emerging leaders is a lack of time. While the tasks they have are relatively easy, with all other people and issues competing for their attention, it is hard to find time.

This is a prime example of where emerging leaders can take a leaf out of the design engineers' book. The challenges they face have nearly always been faced by someone else. The questions they need to ask themselves are: Who else in our organization has/had this challenge? Who do I know outside that faces/faced the same issues? What can I learn from them?

Emerging leaders who see time as a constraint, who look outside themselves and who ask questions, can start their own reverse engineering project. Then the challenge gets meaningful and rewarding, often for the leaders and the business.

*Steven Hunt*

## Point of View

### The End of Growth

*"All growth trajectories follow a life-cycle."*

*– Robert M. Tomasko –*

It is interesting to note that prior to the downturn, there were many businesses who knew that their bubble was going to burst, but seemed helpless to do anything about it.

Why do bubbles burst? They burst because as they grow, increasingly more amounts of energy are put into growing the bubble than keeping the ever expanding surface of the bubble intact. Some survive by finding equilibrium between inflating the bubble and maintaining the right size.

In human terms, the energy that makes the bubble bigger is people, their vision, drive, ingenuity, passion, dedication and commitment – the very qualities we want to see in our leaders and employees. Prior to its crash, Lehman Brothers was an organization "on fire" with passion and success, but, very sadly, accelerating into the buffers. They were blinded by hubris, trying too hard to "expand" and not investing in the "maintenance of their bubble."

Every market runs on a life cycle and so does every business, in a sequence of:

1. Ramp up
2. Rapid growth
3. Mature stability
4. Gradual decline

A business does not have to go into decline as long as its leaders look beyond their bubble, stay alert to the dynamics of their business and market cycles, continuously assess where they are and cultivate responsiveness throughout the organization to adapt.

*Ed Norman*

**Word Watch****Growth & Creativity**

According to T+D Magazine, creativity is one of the top leadership skills and characteristics needed to lead growth in the 21st century.

In the early 1960's, polymath Arthur Koestler explored the interconnected processes of creativity and imagination. He concluded that humans are most creative when rational thought is abandoned. Furthermore, all people have the capacity for creative activity when taken out of their routines.

Building on Koestler's ideas, my dictionary "app" defines creativity as the ability to transcend traditional ideas, rules and patterns... to create meaningful ideas, methods, etc.

A few years ago Apple introduced the iPhone with the novel idea of "apps" (software applications) to be used exclusively on their own phones. The iPhone set the benchmark for "smart" mobile communication. And without a competitor in sight.

A year later, Google partnered with a new maker of apps called Android to use on its mobile devices. The Android-Google system is based on open-source software, unlike Apple's. The result: the non-exclusive Android is now the world's best-selling smart phone platform.

It seems someone at Google found a way to transcend their rational ideas to creatively react and as a result grow in the post iPhone world of mobile communication.

The next time I feel stuck in a routine of thought or behavior, I'm going to look for a situation that will kick me out of my routine and then be open to the meaningful ideas that result.

*Tim Nash*

**Leading Others****Personal Growth for Organizational Growth**

*"The growth and development of people is the highest calling of leadership."  
– Harvey S. Firestone*

Leaders are rarely asked to maintain the status quo in an organization. While growth targets and measurements are different from one organization to another, what is common is the expectation on leaders to achieve growth. This reality begs a simple question: how can an organization



grow if its people do not? We all loved to learn and grow as children and this doesn't stop with adulthood.

Leaders who believe that there is a direct correlation between the growth and learning of the people they lead and the overall growth of the organization create sustainable growth. The whole is the sum of its parts – an organization can only sustainably grow as fast as its people.

I recently took part in a telephone conference involving members of a multi-module leadership program. It

was a between-module call to check on progress on individual learning objectives. The participants were sharing success stories and one woman told of delegating a task to a team member whom she supported to ultimately create a fantastic result. The leader at first said she was disappointed that the result was as good as she could have done herself and she felt "unnecessary."

I asked if she had given her team member some support and guidance, which she had, of course. I then asked her if she had had difficulty finding something to do in the time she saved by delegating and of course the answer was "goodness no! I found plenty of things to do which I normally might not get to." I asked how it felt to support a team member in learning and growing and she said it felt quite good, even if somewhat new.

The point is that, up until this moment, she probably believed that her "right to lead" was based on knowing more than her team. Once she re-framed and understood that supporting the growth and development of her people is one of her most critical functions as a leader, she began to see her experience in a new light. She got to activities she normally wouldn't have – activities that probably required her to learn and grow as well. This is true win/win synergy: personal growth and organizational growth.

What are your personal learning and growth targets for the year? What are those of the people whom you lead? As the saying goes: "If you're not learning, you're not growing."

*Michael Couch*

## Leading Organizations

### Questions for Growth

*"I never learn anything talking. I only learn things when I ask questions."*

– Lou Holtz

As leaders shift their ambitions from crisis management to growth agendas, we clearly see that some organizations are able to grow successfully and sustainably while others are not.

Are there "critical success factors" that allow a select few to plan and execute on their growth agendas while others fail to grow because they cannot or will not address these factors?

In the "Alchemy of Growth," Baghai, Coley & White share three core aspects to ignite growth in your organization; Firstly, gain the commitment of the senior executive team, secondly, raise the bar by setting ambitious targets and thirdly, remove organizational barriers to growth.

While human growth and organizational growth are anchored in change, organizational change is a rational process (rewrite the processes, reallocate the resources or redesign the organizational chart); Human change is an emotional process and a highly personal one, too.

In order to successfully create and execute on their growth agendas, leaders must encourage and stimulate key players in their organization

to develop an emotional mindset for growth.

This begins when the leadership team sets aside significant periods of time to think about growth opportunities and industry evolution. Leaders ask questions of themselves and their people to understand the personal emotions evoked by the growth agenda. People are encouraged to share their feeling during open debates. Although senior leadership sketches the business case for growth, it is even more important how these senior leaders ask questions and listen



to the responses shared by potential participants in the growth agenda. It is through this questioning process that people feel heard, feel needed and feel that they

can contribute in a meaningful way to the agenda for growth.

Growth requires a transformation of your business culture and simply re-writing business plans won't get you there. But coupled with a passionate picture of the future and heartfelt, generative listening skills lived by senior leaders, this will certainly add to your success.

Dan Norenberg

## Food for Thought

**"The only limitation to growth is your imagination."**

Günter Wille (1943 - 93)  
former CEO, Axel Springer Verlag

## Leadership Facts and Figures

According to a Booz & Company survey of more than 1,800 executives, conflicting priorities foil company growth. Most execs (52%) don't feel their company's strategy will lead to success; two out of three respondents admit that their company's capabilities don't fully support their strategy; only one in five (21%) are fully confident they have a right to win; and the majority (64%) agree that their company has too many conflicting priorities.

Executives report that their biggest challenges are (a) ensuring that day-to-day decisions are in line with the strategy (56%) and (b) allocating resources in a way that really supports the strategy (56%).

Booz & Company, January 2011

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