



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

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From the Editor

Dear Readers,

A new generation of television shows is currently stealing the stage. These programs seek to discover the next brilliant musicians, singers and talents from a cast of ordinary people. The programs use a variety of means to discover true talent and in some instances the judges aren't even allowed to see the people before they perform. We learn through these programs that talent has many faces.

During my recent trip to Japan, I discovered the voice of leadership amongst a cast of ordinary people. Students, civic leaders, a journalist and a Zen priest expressed themselves in a voice that rose above everyday chatter.

I realized that the leadership voice does not belong to a particular person, race, gender or age. The voice of leadership, like talent, has many faces.

Is one of them yours?

Dan Norenberg

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Thought Leadership

Crafting Your Leadership Voice

A bird doesn't sing because it has an answer. It sings because it has a song."
Chinese Proverb

All of us have experienced the beauty of a songbird when it sings. Even from great distances, it's easy to pick up the clear and crisp melody that centers our attention to its source. It's not the noise or volume that captures our attention, it is rather the "how" the bird packages his or her message in a song.

While birds create their song, true leaders craft their V.O.I.C.E. of leadership through the following five elements:

V.ision - paints a picture of the future that is clear and compelling enough to inspire people to want to break the gravitational bonds of their current situation and struggle with uncertainty and fear of failure to achieve something well beyond the status quo.

O.ptimism – the voice of leadership encourages others to acknowledge what's working well around them and instills the belief in others that only the mediocre experience excellence all the time. In other words, there are always things that can be fixed or improved.

I.ntegrity – has a special place in the voice of leadership, especially for leaders who have responsibility for many others. Integrity means putting tough issues on the table, (even when it might be a disadvantage for them personally) making and sticking to decisions and keeping confidential mat-

ters within the group until it's agreed to make them public.

C.onsistency – the voice of leadership should sound like a cracked record, to paraphrase Manfred Kets De Vries. When leaders stay tuned to core issues and don't switch channels frequently, people have the opportunity to adopt the ideas as if they were their own. Frequently changing channels (or playing too many channels) won't allow people to truly engage with the few initiatives that really matter.

E.mpathy – leaders with a real voice demonstrate that they understand and feel what's important to others, both on a rational and emotional level.

Like the songbird, the voice of leadership rises above the everyday noise. It is not enough to talk. Corporate jargon is cheap, unfulfilling and not meaningful currency for talent that is eager for purpose and direction.

Maya Angelou reminds us that, "Words" mean more than what is set down on paper. It takes the human voice to infuse them with shades of deeper meaning."

Find your song. Find your leadership voice.

Dan Norenberg

Leading Self

Finding The Jester In You

The contrarian voice of the jester keeps you grounded in reality

The long climb to the top of the corporate ladder takes years of hard work and sacrifice. So what drives people to do it? Psychologists know that one of the key forces is narcissism driving the desire for leadership and power. At the top of the organization, when you're the king of your castle, the danger is that narcissism runs out of control. That can be highly destructive personally and for the organization.

Nothing illustrates this better than the now infamous story of Gerald Ratner, the CEO of a leading British jewelry retailer, whose attempt at humor virtually ruined his company.

By the end of the 1980s, Ratners (Gerald's company) had a presence in every town center. Although many thought the jewelry lacked taste, the shops were popular and business boomed. But Ratners completely lost its sparkle when Gerald made an after-dinner speech about his success in 1991. He said, "People say, "How can you sell this [jewelry] for such a low price?" I say, "Because it's total crap."

Gerald's joke badly backfired. The press, radio and television widely reported it. Ratners' customers voted with their feet. Within weeks, Ratners had nearly collapsed. Within a year, Gerald Ratner had resigned as CEO. It seems Ratners' customers knew the jewelry was cheap, but were insulted by the idea that they were buying rubbish.



Successful leaders are characterized by self-confidence and independence. But take these elements too far and you get a leader who is myopic, self-opinionated and does not seek or accept others' advice. In short, the leader creates his own reality and is blind to the dangers and negative consequences.

So how do leaders with absolute power keep it in check? Consider the role of the court jester. The jester's primary role was to tell the truth. His aim was to keep the king grounded in reality and prevent any foolish decisions. It was the interaction between the two (the king and the jester) which kept the court and the kingdom in a healthy balance.

Leaders need to listen to the voice inside us, the voice of the jester. For one thing it stops us from delivering boring platitudes. Leaders can do this by:

- Listening to people who have the courage to speak up – the more layers between you and them, the more you should listen to them.
- Realizing there's a limit to the quantity of conflicting advice anyone can deal with at one point. Think about how and who you want to hear from.
- Listening to those managers who are respected for their competence and effectiveness in their positions.

When you find the jester in you or in the organization and you let its voice be heard, you keep yourself and the organization tied to reality and keep it on track.

Steven Hunt

Point of View

Aligning The Inner And Outer Voice Of Leadership

"My generation learned you must make a case and excuse me, I am not convinced!" With this strong statement Joschka Fischer boldly voiced Germany's opposition to the Iraq invasion to US Defense Secretary Donald Rumsfeld in 2003. Risking the anger of its closest ally, Fischer raised his voice for what he believed in, thus aligning his inner and outer voice.

Whether in opposition or support, "the voice of leadership" needs to be strong, clear and at times bold. Depending on your point of view, a leader's voice is strongest when actions are louder than words. For others, a leader should regularly make strong statements for all to hear. Either way, their stance on the issue should be crystal clear.

Knowing when and how to raise one's voice is one of the biggest challenges for a leader. Making a difficult decision and then delivering what you believe to be the right message will most certainly meet the expectations of some, but also fail the expectation of others.

In 1999 President Bill Clinton and NATO made the controversial decision to intervene to stop the bloodshed in Kosovo without the required UN resolution. Whether right or wrong, the voice of leadership was clearly demonstrated in both Fischer's abstinence and Clinton's action.

The next time you have to exercise your voice of leadership, take the time to listen to your inner voice before delivering the message with your outer one.

Tim Nash

Word Watch

Confidence

In its original Latin form, "confidence" means "to put one's trust in someone". In modern terms, confidence means to have trust in oneself, other people and objects. Trust in oneself or self-confidence has been identified as an important factor in leadership effectiveness. Leaders who are confident in their vision, goals and decisions provide a leadership voice that motivates people around them. So how can you be more confident?

- **Acknowledge your strengths**
- **Build your skills**
- **Be optimistic and use positive affirmations**
- **Take action**
- **Be yourself**

You are in control of your confidence. Not always the case when it comes to others. The state of Nevada has provided Google with the first license for a driverless car in America. Would you trust a car with no driver?

Consider you are strapped into a driverless car with 3 other managers from your organization. The car is going to be tested on a semi-full German Autobahn at 200km/h and the people from your team are responsible for the construction and development of the IT software. Would you get out? If so, why? Is it your team? Are they working effectively? Are they letting you down? Is it other parts of the organization? Something else?

After asking these questions in a seminar, a manager responded by saying that she would not move. When asked about her team confidence, she replied "If it was my team, the car wouldn't start." Can you confidently voice your support for your team?

Chris Chamberlain

Leading Others

What Is Your Song? Finding YOUR Leadership

My 13 year old son is in the middle of his voice change. Some of us have experienced this on the journey from boyhood to becoming a man or have observed this change in a brother, son, childhood friend etc. As a boy, it can be quite confusing to you (and amusing to others) when your voice suddenly starts cracking and dropping an octave in the middle of the sentence but you don't have to actively do anything to "fix" it. With a little patience, nature will take care of it. When it does, you have the pleasure of sounding like a man. Your voice will be deeper, more resonant and commanding. Cool! Of course, just because you have the voice of a man does not mean you will suddenly act like one. Leaders face a similar struggle. Now you are a team leader? Great! But, how do you start sounding and acting like a leader? What is your "song?" How do you find your leadership voice?

Management surveys consistently show that people want a leader whom they can trust. One cornerstone of trust is consistency – how could you trust a leader whose behavior is not consistent? As Kouzes and Posner stated in their well-researched book "The Leadership Challenge" one thing leaders must do is to consistently "Model the Way" they expect others to follow. They suggest that to do this, it is essential for a leader to "find your own voice by clarifying your personal values". If you do not know your own values, what you believe in and what

you stand for, you run the risk of being inconsistent, blown like a feather in the wind. When you can share your values with others, they know what they can expect from you and what is important to you. If you behave consistently with



this, it is much easier to engender trust in your followers because they know your "song" and will decide to sing along with you.

This sounds easy but the reflection it takes is not. A good song sounds like it was easy but how long do you suppose it took Lennon and McCartney to write one good three minute song? How long would it take you "find your voice" and be able to clearly articulate what you stand for and what is important to you. Invest the time! It is worth it to clarify and intensify your values and make sure that when you lead, you are singing your song with YOUR voice and when you sing your song, you sing with your authentic voice.

Michael Couch

Leading Organizations

The Voice Of Leadership

"If a mushroom had a voice, what would it say?"

The Hindu Times

Assuming the mushroom was not just any old mushroom, but a mushroom who wanted to be a leader, what would it say? What would we expect

cal' expertise, i.e. the person with the expertise necessary in the moment will acquire leadership status. But this creates a fluid leadership. It is unstable.



The dynamics of the leaderless 'cauldron' contain a multitude of voices. The extraordinary phenomenon is that we will hear them all and filter them out amazingly quickly according to a whole range of personal factors. Some voices, however, will stick. They will stay in our minds. The voice that sticks goes beyond the single dimension of expertise. It enters the realm of personal identification. The voice becomes vibrant within us stimulating us to share our hopes and fears, releasing the freedom to express ourselves, giving us courage to perform and the security to follow our dreams. What a voice that is!

it to say? What voice would it need to have for us to be able to say that we would follow that mushroom?

This metaphor may appear irrelevant but there is a connection to the dynamics of organizational leadership. It is well recorded that human beings have a psychological need for leadership. In the so-called leaderless group, leadership dynamics are buzzing. Each person will be hunting for a leader, but what are they looking for? Many members will be striving to lead, but how does a particular person resonate with another as a leader?

The answer to this question is usually given within the framework of 'techni-

cal' expertise, i.e. the person with the expertise necessary in the moment will acquire leadership status. But this creates a fluid leadership. It is unstable.

In an organization, how does a voice with this power come into being? The answer clearly lies through the leadership. For an organization to be successful, senior leadership must connect in this profoundly human way. It must connect through conversation and not just through a process of communication. It must reach out to everyone, in the belief that each member of the organisation can have their very own voice of leadership, their natural voice, as natural as we would imagine the mushroom's to be!

Ed Norman

Food for Thought

Once you've found your own voice, the choice to expand your influence, to increase your contribution, is the choice to inspire others to find their voice.

Stephen Covey

Leadership Facts and Figures

81% of respondents believe that CEOs who engage in social media are better equipped than their peers to lead companies in a web 2.0 world.

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http://www.brandfog.com/CEOSocialMedia-Survey/BRANDfog_2012_CEO_Survey.pdf



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