



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,

I recently observed an executive management team that was building their strategic agenda for the next business period. It seemed to me (as their team coach) that they had suggested and committed to a significant number of new initiatives for the coming year.

"With all these new initiatives you have planned, what is it that you will stop doing in order to make room and have the resources to successfully execute on these new initiatives?" I asked.

Everyone became quiet. After a long period of silence, they began to re-engage on their initiatives with a deeper, more essential sense of purpose.

Less can be more. Be essential. Read on.

Dan Norenberg

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Thought Leadership

The Essentials of the Moment

"If you chase two rabbits, both will escape."

Unknown

There is something very graphic about trying to chase two rabbits at the same time! But it is true, that if we decide to focus on two goals, tasks or even strategies, we are more than likely to fail to achieve either with a degree of excellence. Effective execution is about being clear, determined and focused on a specific target. Seneca reminds us that "if a man does not know to what port he is steering, no wind is favorable to him". Even the wind gives up on sailors who do not know where they are going!

So, if we know this to be true, why do so many attempts to get things done, not go to plan? We have all been party to a project or plan that has not achieved the initial hope, excitement and stated goal. What essential part of leadership is not present when this happens?

Most of what we say and do is not essential. Many of us would take offence if this were given to us as feedback, but the great Marcus Aurelius certainly held it to be true. He believed that, if we can eliminate these non-essentials, we will gain time, peace of mind and most importantly, create a sense of calm. And herein lies the essential point.

As leaders, how do we lead with a mind-set that is clearly focused on the essentials and at the same time, creates an environment of calm to give

others the freedom to think and to be autonomous? We hear from the 'school of mental toughness' about staying ruthlessly focused and positive in times of adversity but where have peace and tranquillity gone? I think, in that moment, they have left the stage of leadership.

I was struck profoundly by the sheer brilliance of the Apollo 13 recovery. Did the leadership panic? Was there an aggressive punching out of new objectives? No, "when bad things happened, we just calmly laid out all the options and failure was not one of them". And if anyone was ever focused, it was mission control during those desperate hours.

So let's stay focused and relaxed. Let focus and relaxation be the names of the two rabbits. If we hold on to them, and remind ourselves that they are the essentials of our leadership, our followers will thrive and effective execution will be more likely to happen.

Ed Norman

Leading Self

"Who Am I and What Do I Want?"

– Essential Q & A's

A few weeks I received a link to a fascinating talk on TED.com by a brain scientist who'd experienced a massive stroke and lived to tell about it. Despite her inspirational story I got distracted after a few minutes by a "contact request" on XING. Actually, I'd love to go back and watch the final 15 minutes but I'm afraid I've lost that mail... come to think of it, I really need to update all my social media profiles. But then I would first need to optimize my YouTube and Skype accounts to take full advantage of my "social media presence" – now an essential networking tool, according to divinecaroline.com. As Caroline advises, "it's important to keep up with the latest technology by learning how to best brand yourself on the web so that your online presence can be used to your advantage".

With this plethora of valuable information and useful communication tools a mere mouse click away, it's no mystery why I recently had some difficulty quieting my mind to answer this clear two-part question: "Who Am I and What Do I Really Want?"

If you can, mentally step away from your distractions, virtual and non. Now, imagine you are alone on a peaceful beach and the sun is just starting to set. Gently ask yourself: What do I stand for? What purpose do I wish to fulfill?



Every one of us is guided by our own unique set of "essentials". That is, what matters most and is of "essential" value to us. Our personal values define what we stand for and who we aspire to be. Being aware of your own core values is essential to knowing who you are and a powerful source of strength and identity.

While deeply held values define who you are, a clearly defined purpose links your values to your actions. If you aim to perform at your best, your "essentials" should be mirrored in your everyday behaviors.

Defining and genuinely reflecting on your values can begin the process of bringing your "essentials" to life with the alignment of your values and behavior. And remember – it's about aiming for success and not perfection. A shining example of total alignment of values and behaviors is Mother Teresa. Helping the poor was not only a core value, it could be seen in everything she did.

Think about a time recently when you performed "at your best" - a situation when you were really able to live your values. Being aware of how you act at your best is a powerful resource to be drawn upon in times of stress, conflict or even virtual distraction.

Tim Nash

Point of View

Revenge or Reconstruct?

Europe is in economic crisis. People are desperately suffering. There is a tsunami of public resentment directed at the perpetrators. Its leaders are under huge pressure to take revenge.

I am not referring to Europe today. The situation facing US President Truman at the end of World War II looked remarkably similar.

Throughout history, winners have enjoyed the spoils of victory: taking land and wealth and punishing the losers. People suffer and, as a consequence, want revenge. The temptation for political leaders to satisfy these demands must be almost overwhelming.

It is difficult to imagine the immense political pressure that Truman was under in 1945: a cacophony of voices calling for strident action.

President Wilson had faced a similar challenge at the end of World War I and failed. Wilson was convinced that it would take an international organization to bring peace to Europe – his League of Nations. But the European winners (France, Britain and Italy) wanted revenge and brought it to bear through the Treaty of Versailles, which, naively, punished Germany too severely.

Truman faced a dilemma: should he punish the losers and satisfy public opinion or should he confront the essential issues? It depends on your point of view. Truman chose the latter. Truman knew the US needed somebody to trade with, somebody to buy US products. Through the Marshall Plan he gave the Europeans \$17 billion to decide how to reconstruct their economies. He also created an unprecedented period of peace in Europe.

Steven Hunt

Word Watch**Essential**

To define *essential*, it helps to contrast it with its most common synonyms: *fundamental*, *vital* and *inherent*. *Essential* implies the essence of an object or concept; its removal totally destroys that object or concept. *Fundamental* implies the foundation on which a system is built. *Vital* suggests something that is necessary to maintain existence. *Inherent* relates to a characteristic that is inborn or fixed from the beginning.

So why is "essential" leadership so relevant today? There is a sense that today's truly exceptional leaders can be distinguished from the rest of the pack because they are focusing on what is essential. They listen to their inner voice of what is *essential* and act on it. This goes deeper than simply having three priorities and taking *vital* action. It also goes beyond building the *fundamentals* of a successful strategy or relying on your *inherent* strengths.

Thanks to recent technological advances, like the internet, we have entered an age where it is easier and faster than ever before to send information and data, but these advances have more to do with the quantity of information, not quality. The result is one we all face daily: information overload. Essential leadership is less about inventing tools and algorithms to filter this data, it is more about having the courage, the intuition and the insight to act on the mass of opinions and facts that are presented to us as leaders. This is what makes *essential leadership* more relevant and necessary than ever before.

Steven Hunt

Leading Others**A License to Lead**

Before we allow people to drive a car, they are required to pass a knowledge and driving test to prove that they understand the essentials of driving and won't harm other people while operating a car. If we consider the impact that leaders have on the lives of the people they lead and the organizations for which they work, wouldn't it make sense to require a license to lead? If such a license were required, what would be the essentials needed to show basic proficiency before being allowed to lead? I believe that Mintzberg was on the mark in organizing the "essentials" into three broad categories: aligning people, creating and driving needed change and delivering exceptional results.

Aligning people requires that we have a clear and compelling vision of what we aspire to become. A leader needs to be in ongoing dialog with their people to assure that the vision is a shared one and not just the leader's. The initial spark may come from the leader but team members often add a critical piece to the vision to make it truly compelling. Aligning people also means that the leader engages in a similar dialog with other leaders, since work is often so intertwined and interdependent. Getting people to go in the same direction sounds obvious and easy but requires lots of dialog!

Creating and driving needed change is certainly easier if people are

aligned behind a shared vision. Then the leader can help people see that "what got us here won't get us there". It is critical for leaders to remember that leadership is not required to maintain the status quo. Their dilemma is to encourage people to experience the full joy of success and remind them that success doesn't mean change isn't necessary. The key is to find the essential change to pursue the vision and focus on supporting people in dealing with the denial and confusion caused by changing the very things that made them successful in the past.

Delivering exceptional results serves to remind leaders that they and their followers create results that ultimately support or undermine efforts to achieve the vision. "Exceptional" serves to remind leaders that people are in the learning zone when they are stretched, needing to learn to succeed but in the "panic" zone when overwhelmed. When both are in balance people are challenged to be exceptional but working with a clear sense of purpose.

Much could be added to the requirements for a "license to lead" but show me a leader who aligns people, creates and drives needed change and delivers exceptional results and I'll show you a leader who knows the essentials!

Michael Couch



Leading Organizations

The Courage to be Essential

In 1997 Steve Jobs returned to Apple as interim CEO. The company was, according to many reports, two months away from bankruptcy. Jobs cut desktop computers from 15 models to one. He eliminated printers and other peripheral devices. He cut inventory by 80%. In the summer of 1998, Richard Rumelt (Good Strategy, Bad Strategy) met with Jobs and asked, "Steve, what's your strategy now that you've cut so much out of the company". Jobs smiled and said, "I am going to wait for the next big thing".



It would surprise many that René Redzepi runs the number one restaurant in the world. After all, he's a high school dropout and his culinary creations all come from his local surroundings in Denmark. Not to knock the Danes, but few people go out of their way to "dine Danish". Not only do people go out of their way to dine at René's restaurant, they are willing to wait three months to get a reservation.

René and Steve come from very different backgrounds, were and are engaged in very different professions, yet both have risen to the top of their field.

What is it that Steve Jobs and René Redzepi have in common? Both had the courage to be essential.

Understanding what is essential (all important, vital, integral) and having the courage to act on the essential is what separates true leaders from clones in the crowd.

The courage to be essential means:

doing less is better than doing more. It is far more powerful to move three priorities a mile than to move 100 issues an inch.

asking questions and pushing back when you feel initiatives or task have little value or meaning.

standing tall in the midst of emotional turbulence when you challenge the process. Be brave and step out of the re-occurring dramas that exhaust people but produce little results.

Having the courage to wait for the next big thing or run the finest restaurant in the world doesn't come to those who do everything for everyone. Do less. Ask more. Connect purpose and meaning with value. Be essential.

Dan Norenberg

Food for Thought

"I do not think that there is any other quality so essential to success of any kind as the quality of perseverance. It overcomes almost everything, even nature."

John D. Rockefeller

Leadership Facts and Figures

60% of the CEO's see creativity as the most important characteristic of leader's in the new economic environment.

Read more: <http://www.ibm.com/news/ca/en/2010/05/20/v384864m81427w34.html>

Source: IBM 2010 Global CEO Study: Creativity Selected as Most Crucial Factor for Future Success



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