



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.

Spring 2013

## From the Editor

### Dear Readers,

We live in amazing times. We can go anywhere, anytime and do just about anything we want. Our world offers us experiences that our great grandparents couldn't have dreamt during their lifetime.

Although our world has gotten both larger (and smaller) for many, science and technology has not managed to take away the hesitation, doubt and uncertainty that many feel prior to taking on something new and significant. In fact, sometimes we fail to move forward because these boundaries seem insurmountable.

Leading beyond boundaries is essential for all of us and a worthy subject matter for our Head & Heart and our annual Leadership Summit in June. We trust you feel the same. Enjoy your read.

*Dan Norenberg*

## Look Inside

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## Thought Leadership

### Beyond Boundaries

*"There are no boundaries – only possibilities."*

*Sakyong Mipham*

There were few boundaries as to where I could go and play, growing up in small town Iowa.

There were two required guidelines to follow; 1) be within earshot of the whistle that my Mom or Dad would blow when it was time to come home and 2) arrive at home within five minutes of the sound of the whistle.

The boundary was clear and yet up to me to interpret and act on it as I saw fit. This was a fantastic feeling and led to hours and hours of creative engagement and exploration – the possibilities were endless! With time and experience I continued to go beyond my previous boundary and still arrive home within the guidelines.

How engaged and productive could we be if the boundaries in our professional life were clear and yet gave us the opportunity to exploit endless possibilities within our territory and beyond?

We operate poorly without boundaries and we also become quickly frustrated and disengaged when the playing field is overcrowded with rules and boundaries that are inconsistent and conflict with one another. While we often assume or blame outside boundaries for our troubles, my experience shows that it's our mindset boundaries that lead to much of the confusion and inefficiencies we blame on others.

When we get our mindset right, we influence those around us and collectively shape boundaries that offer both structure and freedom.

Here are the four steps to a Beyond Boundary Mindset;

- Resist the temptation to be right and explore where you might gain new ideas and perspectives from someone else.
- Spend less time with people like yourself, strike out and make associations with people you don't know or who are different from you.
- Don't escalate or call for authority from above to solve your issues, instead look for the authority from within, involving your counterparts through shared values for resolution.
- Stop looking for quick solutions and let problems and challenges gestate in the group – with patience and collective creativity you and the others will find new and better solutions, thus redefining boundaries and raising the bar.

It's often easier to blame someone else for a boundary or limitation, but certainly more effective to start with myself and make sure I've got a beyond boundary mindset. That's made all the difference. I can hear the whistle blowing now, how about you?

*Dan Norenberg*

## Leading Self

### Move Beyond Your Boundaries

Your insights and awareness impact your own mental boundaries

As part of my professional development, I regularly attend an open therapy group led by a trained psychiatric counselor. At a recent Saturday session I discovered my own boundaries and explored how I reacted when going beyond them.

This came about because one participant talked about the long-term effects of abuse. This person suffered repeated sexual abuse as a child.

As the victim talked about the violent abuse in detail, I felt shocked, disgusted, sad, cold and angry at the abuser. It was awful to hear this story and its life-long impact. Just when I thought the session had reached the depths of disgust, the counselor asked the victim, "What was the benefit of being abused?"

The victim's answer is irrelevant. What was happening in me is more relevant to challenging one's own boundaries. I was amazed. I thought, "What a question! A "benefit" to being abused? That's crazy. How can there be a benefit?"

It was at this point that I became aware of hitting a boundary. I had forced myself to listen to this horrific story. I had pushed myself to adapt to the situation, but couldn't.

And then I remembered there are two ways to move beyond mental boundaries.

The first way is force. People push themselves harder and harder. They are often driven by competition – pure determination to be the best. Lots of

people in business force themselves to extend their boundaries. The upside of this approach can be huge professional success and social status. The downside can be living under self-imposed stress and its associated illnesses.

The second way is to be what you are. Embrace what is happening in a certain moment with your whole self, rather than just letting your mind judge the situation or other people. Then you automatically arrive beyond the boundaries of mental limitations and open up your awareness. You create the conditions for change through your self-awareness. In business this is called insight or acumen. The best leaders know this and practice it almost intuitively.

On that Saturday, I started as a professional coach (rather like a doctor listens to his patient) until it became too much. Then, when I switched to focus on my own awareness, I became who I am. Yes, there was shock and disgust. However, these were consumed by empathy for the other person. The empathy was me. With this insight, I could reach out to the victim. My boundary was gone; it was history.

So when you look at your own limitations – the boundaries you set yourself – you may want to consider an alternative to force. That alternative is to be fully aware, so to re-shape the conditions for change. Then movement beyond your boundaries will become easier and genuinely longer-lasting.

*Steven Hunt*

## Point of View

### The Importance of a Positive Attitude

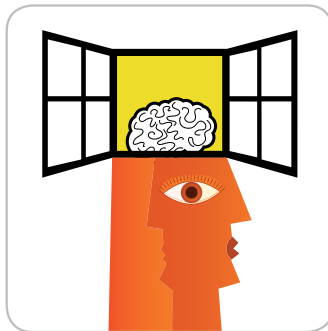
Recently working with an international team, one global leader posed the question. "How would you describe a glass half filled... half full or half empty?" The question was then followed up with further questions about ensuring a positive attitude. But there is a fundamental question here: is it important for global leaders to be positive? To lead beyond boundaries, yes!

As part of the Global Leadership and Organizational Behavioral Effectiveness Study (House et al. 2004), the behavior and leadership traits of global leaders from over 60 countries were investigated. The study identified eighteen characteristics possessed by global leaders without a culture-based bias. Of these eighteen, "positive" was highlighted as a key success factor. So what is positive leadership across boundaries?

- Leading diverse individuals, teams and organizations towards spectacular levels of achievement by focusing on the diverse strengths, capabilities and potential of their people.
- Balancing the need for organizational results with the different values, belief systems and needs of different people to ensure the virtuous nature of the organization.

The benefits of positive leadership in crossing boundaries will improve results, teamwork and generate employee commitment to keep expanding boundaries. How can you start leading more positively tomorrow? Starting tomorrow with a "glass half full" may be the difference between simply attaining your goals and doing something significant. It all starts with your point of view.

*Chris Chamberlain*



**Word Watch****Leading Beyond Boundaries**

What does “Leading Beyond Boundaries” mean to you? Standing up in front of the pack or waiting in the wings to support, **leading** means something different to everyone. The preposition **beyond** means “outside the understanding, limits of reach of”. The word **boundary**, often used synonymously with border is defined as “something that indicates bounds or limits”. A border, however, is “a line which separates one country or state, from another”. In other words, a border represents a physical entity while a boundary simply indicates bounds or limits.

A passport and visa gives you “permission” to cross the border into another country. What is your passport or visa to cross the “understanding, limits or reach of” your personal or organization’s comfort zone? And what potential opportunities lie beyond? It could be a matter of accepting change, overcoming a fear or mustering the courage to make the crossing. Whatever they are, this is where effective leadership becomes critical.

Whether charging through the boundaries by example or enabling others to join forces and cross together, bold and creative leadership is needed to:

- recognize limits (real or imaginary) and the opportunities which lie beyond,
- confront the attached fears and create a strategy for moving through them, and
- lead self and others beyond boundaries to seize the opportunities.

What limits are preventing you from discovering an opportunity and what fears need to be addressed in order to get moving? Clarity on these questions is the key to your passport.

*Tim Nash*

**Leading Others****What would Michelangelo do?**

What are you creating? What does your organization aspire to create and contribute to the world? Many people don’t consider themselves to be very creative at work and might not even see the need for it. Yet, we are all creating something - perhaps new and innovative products or new methods of doing things. We can also “create” imaginary boundaries and limitations that, paradoxically, keep us from being creative in the positive sense. These self-created boundaries are often merely in our minds and great leaders succeed in challenging themselves and others to push beyond “boundaries”.

All of us know Michelangelo, considered to be one of the finest sculptors who ever lived. His works such as David or Pietà are pinnacles of what man can do with marble. These magnificent works might never have been created if Michelangelo had not pushed himself and led others to create a solution to a very basic problem: how to get the marble from the quarry to Florence or Rome so he could sculpt it?

The only marble he would use comes from Carrara, in the mountains of northern Italy. Carrara marble is unparalleled in purity and brilliance – a sculptor’s dream. However, in those days, a mountain road was just a muddy path with marginally fewer stones than the ground around it. He



was told that getting the marble in big blocks of the size he wanted down from the mountains to the river in order to load it on barges for transport was impossible. People told him it couldn’t be done. Thankfully, he refused to accept the boundary others had created for themselves and led them in finding a way.

Michelangelo devised a system to get the marble blocks safely down the mountain.

Michelangelo had to get creative before he even got to what most people would call the “real” creative act of sculpting. Those whom he convinced to help him find a way may not have been able to sculpt a David from the marble but does that make the solution they found together unworthy of being called creative?

Artists talk about “creative tension”: Michelangelo said his hands itched whenever he saw a block of marble. What happens when leaders encourage their people to think of themselves as artists and find what makes their hands “itch”? Whether we are the sculptor or those who find creative ways to get the marble to the sculptor, without leading others beyond boundaries, the marble would still be in the mountain and David would still only be in Michelangelo’s mind.

*Michael Couch*

## Leading Organizations

### Leading Organizations Beyond the Boundaries of Scar-city

*"Earth provides enough to satisfy every man's need, but not every man's greed."*

*Mahatma Gandhi*

A new economic paradigm is emerging in which organizations are being asked, and in some cases pushed by social forces, to assume greater responsibility for the development of socially and ecologically sustainable systems instead of merely producing more of the same to gain more profit. This change towards more sustainable organizations is an evolutionary journey and requires, as a first step, a fundamental mind shift from economic leaders beyond the boundaries of existing belief systems.

It requires their commitment on a journey of personal transformation before transforming their organizations. This starts with questioning fundamental assumptions that they inherited from western culture and the industrial revolution of the last two centuries.

Widely accepted thinking in modern economies is based on two major assumptions: The scarcity of physical nature (e.g. land, precious metals, labor) and separateness of humans.

This notion creates a dualistic, conflict- and fear-generating psychology (win-lose, have-have not, labor-capital, etc.), resulting in unhappy individuals, never being content with their material circumstances and always craving for more products, more money, more power – enough is never enough.

In contrast to such unsustainable beliefs, the evolutionary leader's worldview moves towards a vision based on a more systemic, interdependent view of life, systems, human beings and the biosphere.

Assuming that there is enough for everyone, a leader's focus shifts to the psychological component of economics, the need for an ethical revolution based on a shift in consciousness, replacing the "psychology of scarcity" by a "psychology of plenty", internalizing and sharing values that favor mutual support, cooperation, abundance and interdependency.

True wealth begins with an inner consciousness of plenty and gratitude, and is not based on bank account numbers alone. By viewing life itself and all its features as a gift, leaders become new observers of the world and declare a purpose or vision that contributes towards sustainability.

By changing and sharing one's value system, this new type of leader will achieve both personal satisfaction by engaging in the journey, and the satisfaction of inventing new products and services that are good for people, the environment and their business.

What could be your first step into this direction?

*Dorothea Derakhchan*

## Food for Thought

**"We love to overlook the boundaries which we do not wish to pass."**

Samuel Johnson

## Leadership Facts and Figures

How do the boundaries of risk taking differ between cultures?

Read more:

[http://www.pwc.com/gx/en/ceo-survey/2013/assets/pwc-16th-global-ceo-survey\\_jan-2013.pdf](http://www.pwc.com/gx/en/ceo-survey/2013/assets/pwc-16th-global-ceo-survey_jan-2013.pdf)

## N Vision Leadership Summit 2013

If you're an HR or Learning & Development professional and you'd like to gain additional insights about how to enable yourself and others to lead beyond boundaries, contact us about our Leadership Summit scheduled for June 11th in Munich.

Throughout the day we will introduce, exchange and practice new and innovative leadership development strategies that take you "beyond boundaries". You'll have the opportunity to benchmark your current practices, connect with an expert community of HR and L & D professionals and take away relevant ideas for your own leadership development challenges.

For more information, go to:  
[www.nvision-learning.com/leadersedge\\_focus.php](http://www.nvision-learning.com/leadersedge_focus.php)



**N VISION LEADERSHIP SUMMIT**  
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**Editor** Dan Norenberg • **Layout & Design** Andreas Westerbarkey, Smart Creativity  
**Contributors** Chris Chamberlain, Michael Couch, Dorothea Derakhchan, Steven Hunt, Tim Nash, Dan Norenberg, Nicole Brossog  
**e-Mail:** [info@nvision-learning.com](mailto:info@nvision-learning.com) • **Internet** [www.nvision-learning.com](http://www.nvision-learning.com)  
Telephone +49 89 30 63 22 0 • Fax +49 89 30 63 22 99  
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Franz-Joseph-Str. 12 / Das Gartenhaus, 80801 Munich, Germany.  
Amtsgericht München HRB 114 102, Managing Director: Dan Norenberg  
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