



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,

Our consultant team debated a great deal over the use of “touch” as a meaningful topic for our Head & Heart. Many people see this as simply a physical act.

Leadership touch is more than a physical act. It’s more than telling people what to do. Today we know that while logic makes you think; it is emotion that makes you act. The leader’s touch is creating an intellectual and emotional connection to those around you and the work to be done. Sadly, many in leading functions define themselves only by what they get done. Those with the leadership touch are just as concerned with how things get done.

I trust one or more of these articles will inspire you to touch others in a more meaningful way.

Dan Norenberg

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Thought Leadership

Learning the Leadership Touch

“We leave traces of ourselves wherever we go, on whatever we touch”.

Lewis Thomas

My mother spent most of her adult life teaching elementary school. While she taught different grade levels over the years, watching her interact with those little kindergarteners was always a favorite time for me.

During my university time, I’d leave for the holidays a day early and make a beeline to her kindergarten class when I got back home. Watching her align the attention of those five and six year olds, with all of their curiosity and energy, was a sight to see. It was a great learning experience for me, for at the time my studies in psychology were more theoretical than practical.

I became deeply aware how small “touches” impact and influence others, even with five year olds. I didn’t call it that at the time, but looking back, she had the right touch or influence with most of those kids.

She was obviously bigger, older and in a position of authority but I never saw her pushing or pulling kids. Her leadership touch wasn’t just the gentle guiding touch of her hand while helping kids work out their alphabet or first words. Her leadership touches included eye contact, the way she spoke and her undivided attention that she seemed to pour over every kid she interacted with. And when she smiled at one of those little guys, they smiled back, as if she’d used her fingers to shape that smile.

Learning the leadership touch means;

Less can be more. Pushing and pulling people gets you what you want in the short term, but it’s rarely sustainable and requires huge energy outputs.

Touch is more than tactile. Your eyes, listening skills and voice are huge “touch points” and we often underestimate their power.

Touch can be much more than a transaction. At the end of the day, how do you want your touch remembered? As one who only “got things done” or as someone who helped others grow and become better people (and got things done in the process)?

Mom will be 80 this year and although she’s moving slower than when she led those kindergarten classes, she is often stopped on the street by former students who share how her touch, way back when, influenced them and the lives they lead.

How do you want to be remembered by those you touch?

Dan Norenberg

Leading Self

The Gentle, Guiding Hand

“Long-lasting changes are better using the gentle touch”.

Forcing the issue doesn't always help people to change. It requires a deft touch. I have witnessed this phenomenon and personally experienced it in the last year.

My experience came with a group of senior European managers. I had already interviewed their CEO. He gave me a clear business objective to achieve: the managers had to increase productivity. At the start of our first day together, I quoted the CEO. The reaction from these experienced managers was neither negative nor highly positive.

At the end of the second day, I asked each manager to prepare a short presentation, for the following day, about specific initiatives they could take to improve productivity – in line with the CEO's objective. To my surprise, the managers took a clear stand against the CEO's ideas.

In this situation a leader can break the resistance with force to save time. One old tactic is to use logic and empathy to convince the managers to comply. A second tactic is to be a “pseudo CEO”. This tactic mostly uses logic, borrowing the reasons that the CEO had outlined in our phone call. But logic used in this way fails to touch people emotionally. And emotional agreement is vital for an enduring commitment to change.

Instead, the tactic was:

- Be fully present with his managers. Let the discussion flow backwards and forwards for a few minutes. Accept the myriad of consequences that result

from “letting go”.

- As the leader, concentrate on the various thoughts and emotions that come up.
- Identify what resonates with the people you are leading, and locate the dissonance or resistance.
- Then, summarize what you perceive. In this case there were pockets of optimism, of confusion and a patch of anxiety. In short, these managers were ambivalent about the idea of productivity improvements.



- Explore what you and others have identified. We did not challenge their ambivalence.
- We concluded that it could be interesting, but not compulsory, to explore the idea of increasing productivity the next day. We agreed to sleep on it and talk

again in the morning.

The next day, the managers came back with some excellent ideas for boosting productivity projects in their business functions – exactly what the CEO was looking for.

A shove, a punch or a gentle hand on the shoulder are all ways of touching people. The shove or punch force change; the gentle hand guides change. Experienced managers resist being pushed around like new army recruits. But, like most professionals, they are more likely to react positively when their leader shows presence, gives space to resonance and dissonance, allows perceptions to be exchanged and explores a way forward together. It takes slightly more time, but the productivity improvements are longer-lasting.

Steven Hunt

Point of View

Human Touch

Depending on your point of view, the touch of a leader can be the personal stamp made on people and things, or the literal contact that occurs from human interaction.

Recently my wife and I went out to one of our favorite restaurants known for its *gemütlichkeit*. When I asked “May I order a coffee?”, our waitress touched my shoulder and answered in a friendly way that “I may”. A few minutes later she was back for a warm exchange with my wife, touching her on the elbow.

When it came time to pay, my wife suggested leaving a five euro tip – the first time in 12 years that she's wanted to leave more than me! I acquiesced, although after all the coaching in the art of German tipping, I thought it too high.

I believe the touch of our server, including the friendliness and eye contact, had a lot to do with our win-win experience. We had a great lunch, she got a nice tip.

In these busy times of being stretched to full capacity, I believe this is often what our interactions lack. A human touch which says: “I see you. You deserve my attention”. What could be more powerful message from a leader to a follower?

The more we experience our leaders as people, the more engaged we'll be. I know that after our interaction at the restaurant, I would be engaged to follow for our server.

Tim Nash

Word Watch

The Touch of Words

The word 'touch', originating from Old French, means to "physically come into contact with or produce feelings of affection, gratitude or sympathy in". If you run your fingers across all the surfaces around you, you will notice the physical differences including texture, structure and temperature. Put your mobile phone in your hand and you will feel the shape, size and weight. Touch the palm of your hand with your fingers and you may not be sure whether your fingers are touching your palm or your palm is touching your fingers.

Modern leadership has long left the stick behind, and, physically beating your employees into working harder, faster and more effectively wouldn't be considered ethical in this day and age. However, as every school pupil knows, the wrong words can create a psychological touch as devastating as a stick. As children, if we are able to use the right words to deliver a blow, it is no surprise that, as leaders, our words are our artillery. A weapon so powerful, that we are touching our employees every time we speak.

Now, using the right words to produce the right feelings is an art. There is no rule book. In essence, it is like touching the palm of your hands with your fingers. It is difficult to distinguish whether your fingers are touching your palm, or whether your palm is touching your fingers. How are your words touching others? Like an open palm or a clenched fist?

Chris Chamberlain

Leading Others

Leaders Touch a Heart Before They Ask For a Hand

"Shifting from intellect to intelligence, from debate to dialogue, from head to heart".

We know leaders who touch people in a powerful way by the force of their personality. Their followers would struggle to work for them on just any project they might undertake. What is the source of this attraction? What are the key attributes that create this touch?

For leaders to be effective, they need to connect with people – not only in an intellectual way, but also with the deeper human intelligence which is rooted in their hearts. All great leaders recognize this truth and act on it instinctively. You can't move people to action without first making an emotional connection. You might think to yourself that many leaders still manage to direct organizations quite successfully, even without this touch. People may follow leaders for a number of reasons. Such managers are great at creating a strategy and a plan, following a budget, and holding their team accountable to their plan's actions and processes.

Leading with your head is about competence and knowledge.

The important difference of a leader who is blessed with the ability to lead with head and heart lies in follower motivation and connection. This results in a level of loyalty and mutual trust that contributes not only to high organizational performance: It will also create great personal satisfaction in both leader and follower.

Leading with your heart is about care and connection.

Here are some powerful tips on how to establish such connection.

1. Connect with your own heart and find your inner leadership purpose: Help people believe and feel what you believe and feel - spirit inside will create spirit outside.

2. Communicate with openness and sincerity: People can smell a phony a mile away. Authentic leaders don't play roles or pretend but encourage true dialogue in their team.

3. Live your message: Practice what you preach. This is where credibility comes from.

4. Get to know your people by connecting to their feelings and passions: Make yourself available to them, find out their histories and dreams, tell them how much you appreciate them, find out what they are doing, and most important, listen to them.

5. Believe in them: It's one thing to communicate with people because you believe you have something of value to say. It's another to communicate with people because you believe they have value and a unique contribution to the team.

Leading with your head and heart is about combining your strong intellect with the abundant power of heart intelligence: That's the true nature of leadership touch which creates authentic connection.

Dorothea Derakhchan



Leading Organizations

Life After The Engagement Survey

The average person spends more time at work than any other single thing they do with the possible exception of sleeping. Work can touch people's lives in both positive and negative ways but very few people will tell you they are indifferent to how work affects them. Yet how can an organiza-



tion really know just how they impact or "touch" their people?

If a doctor wants to check your health, he or she will "touch" you quite literally - taking your pulse, listening to your breathing and generally enquiring about your well being. Organizations cannot "touch" their entire work force to take the organizational pulse, so they rely on engagement surveys as one indicator on how they are impacting the lives of their employees in those many hours spent at work.

Your blood pressure or pulse rate is just a number. If your doctor does not like the number, you can bet you will soon be in a serious conversation about the story behind the num-

ber. That discussion will likely involve changing something in your habits in order to regain top health and be effective.

In companies, engagement survey results are like your pulse or blood pressure: indicators of what is going well and not so well. They are symptoms; the cause must be investigated. We know the largest part of an iceberg is what below the surface. Do leaders in your organization have the same kind of conversations with their people after the engagement survey results are made public as your doctor might after seeing your blood pressure? Do they enquire to find the story behind the numbers?

There simply is no substitute for these conversations. In fact, by asking the questions you are creating an expectation that a conversation will take place. What would you think if your doctor took your pulse and blood pressure, frowned and sent you home without saying a thing?

All of that data together with the ensuing conversations can help you spot trends, patterns and pockets of best practice in your organization. More importantly, it will support you in having really meaningful conversations with people about how to increase engagement through touching their lives in an energizing and engaging way.

Michael Couch

Food for Thought

"I suppose leadership at one time meant muscles; but today it means getting along with people."

Mahatma Gandhi

Leadership Facts and Figures

85% of the respondents think that CEO's who participate in social media can build better connections with their employees.

Read more:

http://www.brandfog.com/CEOSocialMediaSurvey/BRANDfog_2012_CEO_Survey.pdf



Great Learning Locations

Finding the right off-site learning location can greatly enhance the learning environment and serve as a positive permanent anchor in sustaining learning. Follow the link to learning locations that have worked well for us.

Send us your best locations and we'll continually update this resource.

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