



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

Summer 2014

From the Editor

Dear Readers,

How many of you were hired to keep things exactly the same as they are? Very few, I bet.

While change is constant and a key part of everyone's job, this doesn't mean it's easy to get it right. As learning consultants, we're keenly aware that the pace at which we learn must be equal to or greater than the rate of change – otherwise we're at risk of becoming an "endangered species".

In this issue we'll share our insights on personal change, how attitude impacts action, force versus flow and why meaning is core to sustainable change. Additionally we look at levers of change and I'll even share lessons from the "magic stick" – surely many of you remember this experience!

Enjoy your read and have a great summer!

Dan Norenberg

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Thought Leadership

Magic Sticks

"You must be the change you wish to see in the world."

Mahatma Gandhi

There is dissatisfaction and frustration when we fail to recognize, act and implement change in an effective way. This has led to the demise of many well-known companies that simply couldn't transform themselves and adapt to changing markets, technologies and customer expectations.

While some turn to consultancies that specialize in driving change through turnkey methodologies and indoctrinating change agents, the truth is that even these companies have a mediocre record of completing successful change initiatives.

Yet change we must, for distinction (the advantage that makes us attractive and valuable) never lasts forever. Unless we manage to transform ourselves and our businesses, we'll become mediocre, insignificant and eventually extinct.

In the popular cartoon series Calvin and Hobbes, Calvin (the young boy) says to Hobbes (his toy tiger), "I thrive on change". Hobbes responds, "You threw a fit this morning because your Mom put less jelly on your toast than yesterday", to which Calvin retorts, "I thrive on making other people change".

It's not effective to ask others to change and not change ourselves. People learn by watching what others (leaders) do and pay attention to this

more than what someone says. Parents sometimes try to overcome this with the saying "Do what I say, not what I do".

Many of you who have learned with us remember the experience of the magic stick. Eight to ten people, a very light, two-meter stick balanced on top of everyone's extended index finger. The objective is to lower the magic stick down to the ground, without anyone's finger coming off the stick. It looks easy, but most of the time the stick goes up, not down. This can go on for a very long time and people are surprised and often frustrated.

People look at someone else in the line and say, "Hey you, lower the stick down, don't take it up". Nobody says, "Sorry, it's me taking it up".

There are two key lessons in the magic stick experience. One, it looks easier than it really is. Two, it's always easier to look at what someone else is doing or not doing rather than looking at ourselves.

Leading change is like the magic stick experience. Talking change is not the same as leading change. We need leaders who change others by first changing themselves. Set the example you expect in others. Then the "magic of change" sticks.

Dan Norenberg

Leading Self

Taking Responsibility for Change

"Action springs not from thought, but from a readiness for responsibility."

Dietrich Bonhoeffer

We all enjoy work when things run smoothly and performance is high but the world around us changes constantly. If we do not adapt, we stagnate. Science teaches us that it is not the strongest who survive but those most able to adapt. It is one's adaptability to change which nurtures the seeds of growth, learning and prosperity; personal and organizational.

So why resist change? Perhaps we are afraid or overwhelmed or it is just easier to stay stuck in old patterns than confront change in our environment. It's easier to blame others for



our frustrating situation or (lack of) results. We do not hold ourselves accountable, choosing not to face facts which could be uncomfortable. Perhaps we even seek people to join us in our resistance to change by finding a common enemy (normally referred to as "them"). We are victims and "it" is being done to us by "them". Being a victim is seductive because the ultimate payoff is to get sympathy and avoid responsibility.

By accepting responsibility for our own need to change, we choose to move forward and lead change. Organizations often introduce change because of learning from mistakes or trends that suggest current ways of

doing things will not create future aspirations. This can be harsh; a lot of effort went into creating the current ways of doing things. By acknowledging responsibility for where you are and taking accountability for future results you are challenging yourself, and setting a new bar while motivating others to do the same.

So what fundamentals are needed for personal change to happen?

Firstly, we must take full responsibility for the change we desire. As Barack Obama said, *"Change will not come if we wait for some other person or some other time. We are the ones we've been waiting for. We are the change that we seek."*

Secondly, we must understand and be absolutely clear about what we want. We all have experienced the results of leaping forward but not landing where you thought you would.

Thirdly, we have to act differently in order for our change to take hold. As Alan Watts put it *"The only way to make sense out of change is to plunge into it, move with it, and join the dance"*.

And lastly, we need patience, perseverance and forgiveness. We all know that change does not happen overnight and that along the way, we will make mistakes and adjustments will be needed. If you jump over the bar on your first try, it wasn't high enough. If you try and miss, learn and try again.

Kyle Koenig

Point of View

Smooth Sailing

It finally happened: after months of rumors the official announcement has gone out – due to an overseas outsourcing initiative, 500 jobs will be cut and your entire department made redundant. The hurricane has hit.

Depending on your point of view, this change has no upside; or, with a long-term perspective and some out-of-the-box thinking, there might just be a silver lining. Because negative connotations are often attached to "change", statistics favor the "no upside" view. If such a change is handled poorly the resulting anxiety and ambiguity can be toxic for a team, department or organization.

However, a change process breakdown is not inevitable. An effective change management process aims to minimize the negative effects of the change and help people transition smoothly into the next phases. To achieve this, people need to believe that the future benefits of the change are worth the consequences or at the very least, necessary. This requires effective leadership.

In *Changing Change Management*, WCW Partners Rick Conlow and Doug Watsabaugh remind leaders that:

"Your actions affect the ship (your team) and the storm (the change). What you do and how you address the need for change will either define the directions your team needs to go or leave them lost at sea."

So remember, your ATTITUDE has a direct impact on how your people perceive change and your ACTIONS determine how your ship navigates the storm.

Tim Nash

Word Watch

Leading Change

A much discussed and misunderstood concept in business management.

It is least understood by those leaders who believe it is purely an intellectual activity. In my executive coaching, I often meet executives whose change initiatives look fantastic on paper. One director, responsible for company-wide improvements in production efficiency, had a 46-page presentation which covered every logical aspect of the change in great detail. His strategy: to lead change based on logic – his people had to change because the case for change was very clear (intellectually). He failed.

He failed because he forced people. And unfortunately, the more you push people to change, the more they tend to resist. Yes, leading change is intellectual; it is also emotional, intuitive and physical. Crucially, it is a holistic combination of all of these factors. Saying “You are here; you have to get there” creates conflicting voices in people’s minds about where they are and where they should be. It often creates more insecurity across the organization.

Leading change is a process of co-creation between people. Specifically, increasing people’s awareness of who they are (their strengths, their capabilities, the resources they have, and so on) leads to successful, sustainable change.

Eventually the production director did increase efficiency after he dealt with (the emotional side of) showing people how their goal – they liked helping colleagues – connected to his goal. Paradoxically, they didn’t change their fundamental behavior; they simply became more of what they already were. His defining conclusion: leading change requires a holistic approach.

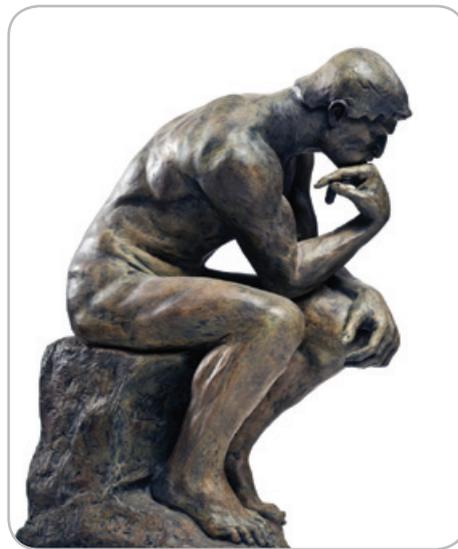
Steven Hunt

Leading Others

Meaningful Change

Are you one of the four hundred million people that use Wikipedia every month? Wikipedia is a great resource for me, as it provides dynamic and up to date information on relevant topics I’m researching. No longer do I travel to the library to spend hours looking for the meaning of different subjects in different books. What used to take me several hours now, thanks to Wikipedia, takes just seconds. Thanks Wikipedia!

The people that set up Wikipedia did so without receiving payments for it. They were driven by the inspiration to create a collection of wisdom



and information for all mankind. They wanted to create something special and meaningful for the world. Microsoft tried to establish Encarta (a pretty similar product) about the time Wikipedia started. They stopped the program 2004.

In other words, people that were inspired to do something meaningful outperformed the giant Microsoft and changed the world. This is evidence to me that the motivation of meaning

can drive people to create something really huge and extraordinary.

That brings me to the question “Why don’t we use meaning to motivate our employees? Why do we still deal with money, feedback and bonuses when we see only limited positive effects?”

In the last decade scientists from a variety of disciplines confirm that humans are purpose-driven creatures. As soon as we have a purpose in life, we become more committed, feel empowered and happier than others. Think about Ghandi, Mother Theresa, Steve Jobs and thousands of others. What kept them going? An intrinsic driver called “meaning”.

I believe that everyone can wake up this driver. Unfortunately, this driver is not shouting for attention. We have to listen carefully, in order to hear it. That prevents a lot of people from using it. In the current world we are not quiet and rarely sit down to listen to our inner voice that helps us understand what is meaningful.

Finding out what is meaningful to others, implies that we find out the meaning of our lives first. Maybe you want to help a special group of people or you want to make people happy or free their mind. If you don’t know now, find it out.

Once leaders do this, they are able to help others discover meaning in their lives. The cleaning lady in the hospital is no longer cleaning, but helping patients to become healthier. The guy in car production is no longer assembling cars, but making people’s lives easier. I know, it’s not an easy change, but if we do, we can feel the power of meaning.

Markus Ramming

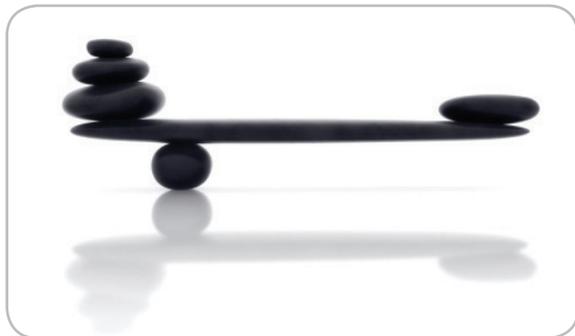
Leading Organizations

Want to Lead Change? Find Your Lever!

"Give me a lever long enough and a pivot on which to place it and I shall move the world"
Archimedes

Although many of us complain about the speed of change in many areas of our lives, a look at physics gives valuable insights as to why organizational change is difficult.

Start with the quote above from Archimedes. Seriously? One man can



move the whole world? As a mathematician and physicist, he meant this literally as an example of the power of the lever. His point is simple yet profound, the lever magnifies the force of the person using it and the potential power he or she generates is only limited by the length of the lever.

Great! Because leading change in a large organization certainly can seem like trying to move the whole world! Why? Think of two laws of another famous physicist, Sir Isaac Newton:

1. "A body at rest will remain at rest until an external force acts upon it".
2. "For every action there is an equal and opposite reaction".

This is demonstrated by most modern democracies in the system of checks and balances; power is distributed in such a way that no one person or body can unilaterally act without the approval of the others. The authors of the US constitution saw this as unavoidable to avoid tyranny. Of course, it also means fundamental change is very difficult to achieve. Unless, of course, you have a big enough lever!

At our N Vision Leadership Summit in June, we focused on "Partnering Beyond Boundaries" and certainly effective partnering is one of the biggest levers in creating change. We know from Newton that the impulse to change will likely be met with an opposite reaction, otherwise known as resistance. This is normal and an important part of the system! The lever to overcome this can be found in the hard work of dialog; involving stakeholders and creating a change coalition. Who are my key stakeholders? Who has the greatest amount of influence? How can I win their support for change?

Want to move your organization? Start building your lever today!

Michael Couch

Food for Thought

Both tears and sweat are salty, but they render a different result. Tears will get you sympathy; sweat will get you change.
Jesse Jackson

Leadership Facts and Figures

The average life expectancy of a multinational Fortune 500 is between 40 and 50 years. A full one-third of the companies listed in the 1970 Fortune 500 had vanished, merged or been acquired by 1983. Human beings have learned to survive, on average, for 75 years or more, but there are very few companies that are that old and flourishing.

Arie de Geus, "The Living Company"



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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