



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 2014

From the Editor

Dear Readers,

How many emails do you receive and send everyday? How many virtual meetings (vidcos & telcos) are you involved in every month?

These numbers are interesting, but not crucial to our success. What's crucial is the percentage of priorities we involve ourselves with every day.

Technology Rich – Priority Poor is our overarching theme for this issue of Head & Heart. During our learning experiences, we hear a lot of "technology rich" conversations and far too many "priority poor" ones as well.

While we're not immune to the symptoms of this dynamic, we're very clear through our numerous discussions that just because you are technology rich, you needn't be priority poor.

If you're interested, read on.

Dan Norenberg

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Thought Leadership

Learning to Thrive in the Age of Overload

"There is a light at the end of the tunnel, but it's a train coming at me."

The average knowledge worker checks their email over 30 times per hour. People can be hundreds, even thousands of kilometers from their office and still conduct business as if they were physically there. Professionals work more hours outside the workplace than ever before.

We've become rich. Technology rich, that is. For many, embracing the richness of technology has enabled them to become full-fledged members in the age of overload.

The fringe benefits of belonging to the age of overload era include:

- leaving work tired and frustrated; not really certain what you accomplished during the day.
- being resentful that others steal your time with requests coupled with unreasonable timelines.
- feeling de-energized from working frantically throughout the day while recognizing that tomorrow won't be much different.

Becoming technology rich doesn't automatically move you into the age of overload. It's a choice we make, often unconsciously. People that feel overwhelmed, helpless and ineffective have come to believe that just because they are technology rich, they needn't focus on priorities anymore. This is not the case.

Be wise in how you embrace technology. Being technology rich mustn't mean you are priority poor. This means you have to make choices, often difficult ones. For yourself, for your team and with those you interact with.

Technology should enable you, not exhaust you. If you or those around you are suffering from a priority poor environment, you can choose to change it.

There is always enough time for some things, the things we call priorities. There is never enough time (or enough technology) for everything.

Creating a common understanding and approach to priorities and how to manage conflicting priorities amongst professionals and business functions is what makes some successful and significant and others not. Everyone has access to technology yet only a few manage themselves out of potential side effects of being technology rich.

Insist on a priority rich environment, wherever you are. The results are high levels of motivation from a sense of accomplishment, a genuine feeling of team spirit and high levels of positive energy.

Lack of priorities is a lack of leadership. You can be technology and priority rich at the same time. When you are, you've learned to thrive in the age of overload.

Dan Norenberg

Leading Self

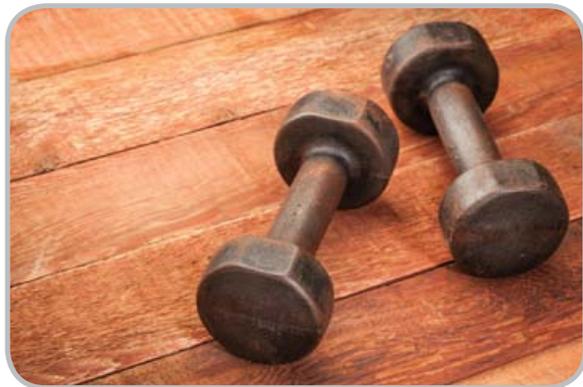
The Next 12 Step Program?

"Turn it on, let it load, check the bars, press the code; start the app, watch the dial, check your mail, send the file"

Every day and every hour we must decide to what we give our attention. Recently I heard that the average person reaches for their mobile device 150 times a day. Can it be that we are creating an addiction to technology instead of truly benefiting from its power?

Recently as I entered the subway I was struck at how this wonderful advancement of technology has also left its not-so-wonderful mark.

I observed two young girls sitting across from each other. One was dressed very chic; expensive shoes,



Gucci hand-bag, dressed to the hilt, you could say. The other girl was humbly dressed, no frills and no branding!

As I continued to observe the two, it struck me how the well-dressed girl was tapping away on her mobile device a mile-a-minute, chewing her gum even faster, jumping from one task to the next in a nervous, frenzied manner.

The second girl appeared relaxed, concentrated and deeply engaged in her very thick book. As I watched this contrast, I realized that the very thing that we thought was giving us an advantage in today's modern world (technology rich) was somehow

actually stealing the true skills necessary for our personal growth (productivity): by retarding our ability to concentrate, make decisions and be effective. Is this the next 12 Step Program waiting to happen?

Transfer this to the business world and we realize that technology has accelerated processes but alone will not improve our personal effectiveness and productivity.

So how do we manage this roller-coaster "tech savvy" world we've created? What is the key to using technology to our productive advantage? And how do we decide where to focus our energy and attention?

It sounds old fashioned but the answer is, "We return to the basics!"

Without the basic skills of planning, goal setting, time management and communication we are left with inefficiency, wasted time and "tech stress".

By prioritizing our goals and activities, by allocating according to importance our "to do list" and exercising "No" responsibly, we begin to shape, build and effectively use our time. Through questioning the intention behind our actions we learn to align and focus our goals. In dissecting each activity and creating a SMART catalog (specific, measurable, achievable, realistic and time-based) we further fine tune our actions, keeping us on track.

So go ahead: create your own 12 Step Program!

Kyle Koenig

Point of View

The Importance of a Positive Attitude

Technology can overload. It produces information more rapidly than we can process it. In Europe, each person is exposed to roughly 3000 adverts per day.

Technology can be addictive. It is sold to us as a big time saver. But if voice mail, e-mail and junk mail are not controlled, they consume our time; they don't save it.

When we fail to use technology mindfully, it controls us and dictates our daily life. It creates stress and unfulfilled goals. This is technology as a tyrant.

The trick is to recast technology as a tool so that technology is controlled by us to service our priorities.

One way is compartmentalizing. For example, ignoring incoming information until it is more convenient to re-view it.

Having worked with well over 1000 professionals on their personal effectiveness, I see that over half struggle to compartmentalize. Yet it is an essential skill to master in order to move up the leadership ladder and become an effective executive.

It's natural to be curious about what's going on, to get the gossip. But it doesn't mean being "always on". Those who are best at compartmentalizing accept this natural phenomenon. They don't try to deny it. Instead, **it is with discipline and diligent practice that they successfully follow their priorities**, rather than getting distracted by the trivial.

Whether we choose to do this depends, as always, on our point of view.

Steven Hunt

Word Watch**Clouding Our Judgment**

Reflecting back to my first office job, I can remember through the thick cloud of tobacco smoke and cups of tea delivered at 10am and 3pm by the tea lady (how things have changed?), the technology-rich environment we had - an environment with an appropriate amount of technology in order to be more effective in your daily work.

We had a desk telephone, a 128K computer and the fax machine, which produced documents that were almost always illegible. Nevertheless, they were definitely enriching and made our lives easier rather than harder.

Fast forward to the current day and we have pads, laptops and smartphones and are technology-richer. I am sure that everyone would agree that we can all clearly benefit from these devices but we often forget one noteworthy challenge: to put these devices down when they are not needed.

Today, these devices are making us priority-poor – the tendency to treat all our activities with the same level of importance. Specifically, in our attempts to do everything at once, we forget to prioritize the importance of face-to-face communication. How often do you sit in meetings checking your emails rather than engaging in communication? Just once is too often.

Even smart phone leader Samsung agrees. Executives are being asked to put their phones in a box at the front of the room before meetings. Maybe smartphones are our new smoking habits and although, they allow us technology-rich environments, the side effects are clouding our judgment and making us priority-poor.

Chris Chamberlain

Leading Others**To Enable or Not to Enable?**

Technology as Enabler

From stealing jobs to taking over the world, robots worked as a classic device in 20th century pop culture to strike fear into humans.

In reality, the robot has proven much less menacing than originally feared. While robotics has certainly made some jobs redundant (e.g. cash machines) they have also enabled huge advancements in areas from bomb dismantling to micro surgery.

What about the 21st century invention of the so-called smartphone? Some recent statistics regarding how often we check cell phones are shocking – from 100 to 900 times per day, according to Time magazine in late 2013. Just as companies have been forced to cut costs and do more with less as a result, the same applies to the people inside – a possible explanation for this common business practice.

Let's take a hypothetical situation involving a team leader called Sandra. Sandra checks her phone a few hundred times per day under the belief that this is effective behavior. What's the message for team members trying to communicate with Sandra? What's happening on her phone is a higher priority than talking with me. Yet Sandra wonders why communication is rated poorly in her team and badly wishes to improve this situation.

Firstly, before she can improve anything in her team, Sandra needs to get her own behavior under control. A phone cannot be smart – the user must be! Secondly, an expectations

exchange resulting in a clear agreement on how the team wishes to communicate with each other, including how technology might enable the realization of mutual goals and priorities, would greatly improve team communication.

A colleague recently told me about a team he's been working with which had recently used technology to support their effort. They are geographically dispersed, each making individual contributions to a group project. Their priority:

instant access to the most recent version of the document. They are using the internal social network of the organization as a repository for all of their work, greatly improving team communication as a result. But first came the priority – then the technology.

Whether document sharing or another enabling technology, here's how to ensure its successful implementation:

1. Reach a common understanding of the needs & benefits of the tool.
2. Co-create a plan for its use & implementation.
3. Establish conditions to measure its success, and adjust if necessary.

So what technological tool would help enable you and your team to achieve your goals and priorities? Make enabling your team with this tool a priority today.

Tim Nash



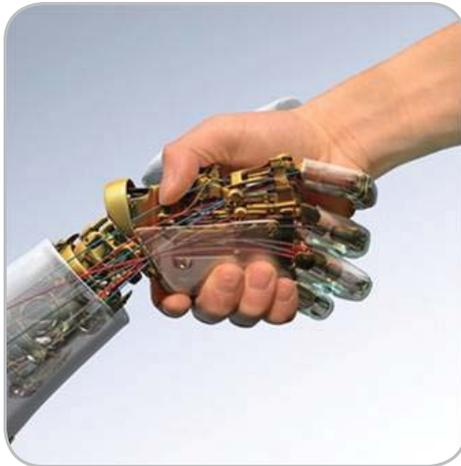
Leading Organizations

Technological Greatness

"Technology is nothing. What's important is that you have a faith in people, that they're basically good and smart, and if you give them tools, they'll do great things with them."

Steve Jobs

One common selling point of technology is that it will make us more efficient, usually by "saving" time and/or making us faster. Who wouldn't want that? We can do more, steadily increasing the quantity and speed of our output. Without discipline, this fascination with our ability to do ever more becomes a priority in and of itself; a bizarre obsession to see how much output we can create. Without being aware of it, this "do more and faster" mentality becomes the top priority of the organization and achieving greatness is forgotten. How can we assure that we do not become technology rich but priority poor?



Start by making greatness a priority. Organizations exist not only to make money - people need a calling, a "higher purpose" and not just a job. They want to achieve something great. What higher purpose is articulated in your mission that clarifies and aligns priorities organization-wide? Even more to the point, is being truly great at something a priority in your organization? Then you can ask yourself what role technology can play in supporting this aspiration of greatness.

If you try to force a good bottle of wine to hurry up and become great - it won't work. If you had told Stradivarius to increase efficiency and make more violins next quarter, he probably would have eagerly broken a violin over your head. Yet he surely would have loved having modern technology and tools in his shop. Modern wine-makers certainly do not till their soil with a team of oxen and a wooden plough. But the lesson we can learn from master violin makers, expert winemakers or even great chefs (think slow food) is that greatness is their top priority and it takes time. Any technology they use is to support greatness. They are both technology AND priority rich.

Getting aligned on priorities in your organization takes time as well. But once you all agree on what is critical, essential and worth striving for, determining the technology you need to do great things is easy.

Michael Couch

Food for Thought

I fear the day that technology will surpass our human interaction. The world will have a generation of idiots.

Albert Einstein

Leadership Facts and Figures

92% of managers say they were not using new technologies at their maximum capacity.

40% of managers said technology was not helping them to achieve personal goals.

- Priority Management survey of 6000 business professionals

N Vision Leadership Summit 2014

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 "partner beyond boundaries", contact us about our Leadership Summit scheduled for June 5th in Munich.



N VISION LEADERSHIP SUMMIT
Partnering Beyond Boundaries June 5th, 2014

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