



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.

Winter 2013

From the Editor

Dear Readers,

Why do so many partnerships fail to deliver? Does technology really improve collaboration or is it a breeding ground for emotional viruses? What are the essential ingredients to partner for performance?

These questions and others we address in this issue of our Head & Heart. The rewards for partnering beyond boundaries are plentiful, yet insisting on being right, staying in the comfort zone and finding fault with others are sure ways not to enjoy the fruits of "partnering possibilities".

Enjoy your read and we look forward working with many of you at our upcoming Leadership Summit, "Partnering Beyond Boundaries" on June 5th. If you're a business leader or HR Expert interested in attending, please find more details at the following link.

[Partnering Beyond Boundaries!](#)

Dan Norenberg

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Stuck in Left Field?

"The moment, the mindset and the right movements will enable you to partner beyond boundaries and move into the right field."

Imagine two fields next to one another. Let's call the field on the left, compete and conquer and the one on the right, partner and prosper. Which field would you rather spend your time in? Which field sounds more energizing and more rewarding?

If the partnering field sounds so inviting, why do many come home at the end of the day feeling they've spent a good portion of their time in the competing and conquering field?

Let's look at three reasons people get stuck in left field and how you and those you work with can partner and prosper more often.

My Goal's Bigger Than Yours

There is a real tragedy taking place in many matrix organizations. People struggle against each other because they haven't aligned goals that are critical for each function. This tension can be greatly relieved when partners hold "target mapping sessions" to see where and how goals match up and where they don't. Then you can plan, make trade-offs and see how everyone can get in the right field.

Always Connected, Never in Touch

Today's technology is convenient and can be a cost effective way to connect and build partnerships. But technology can also drive a wedge be-

tween potential partners and turn misunderstandings into major turf battles if not handled professionally. Here's a simple tip – never, ever respond to an email when you feel your temperature rising. Resist the temptation to become a "keyboard warrior" and instead pick up the phone and sort it out. 98% of these misunderstandings dissolve the minute you get your counterpart on the other line. And chances are you'll be moving into the right field soon after you speak to them.

Where's Your Natural Challenge?

Individuals, teams and organizations that consume their energies with internal (artificial) challenges, resources and politics rarely get into the right field. Natural challenges are those that lie outside of your company. Focussing on the challenges outside your organization serves as a catalyst to help people and teams turn their attention to the large opportunities outside of their organizations.

Sun Tzu, the Chinese philosopher and strategist said, "If you do not seek out allies and helpers, then you will be isolated and weak". Using simple, yet effective steps you and your colleagues can partner beyond boundaries and find your fertile field of abundance and prosperity.

Dan Norenberg

Leading Self

Popcorn or Performance? The Choice is Yours

"The essence of partnering for performance has five desirable characteristics."

Teenagers on a first date: not sure what to say or how to impress, nervous about making a mistake. Where do they go? The cinema. Why? To play it safe by letting the film fill the time. Best of all, neither kid has to talk too much and verbally express their emotions. But not every date can be the cinema. At some point, both kids have to sit down, face-to-face, and talk – that's the dreaded first restaurant date!

We smile at teenagers trying to forge a partnership. We also know that forging a partnership at work is never a piece of cake. Yet some people find setting up a partnership that performs even harder than setting out on that first date.

It helps to start the process by asking people what successful "partnering for performance" looks like. Across industries, professions and nationalities, there is an amazing degree of convergence on the most-desired characteristics. People want five things:

1. Sharing relevant information,
2. Open and honest communication,
3. Personal commitment,
4. Reciprocity – a balance between giving and receiving, ... in order to achieve the most important goal...
5. Meeting their agreed objectives.

Look at that list again. All of those points are easy to achieve. Most of you reading this article can identify groups (that you are in at work) with these characteristics. So how do you bring these characteristics to life with your business partners?



The first action which kills the partnership is using the excuse of "essential actions". As an example: a team will rattle on about the importance of a personnel interchange – people sitting in the same office. It may help, but it is not essential. High-value partnerships are created without it. Other teams do a huge, time-consuming, often data-based analysis of the business case for the partnership.

Personnel interchanges and over-analysis are just two examples of how individuals let themselves get distracted by the movie rather than sitting down to talk about the much harder work of opening up to each other.

Accept that partners in other companies have a different worldview. A wiser time investment is to understand how your partner does things and why they do it that way – and of course, spend time communicating your worldview. This quickly builds a common culture and immediately sets a pattern of behaviour which involves using all of the most-desired characteristics.

Beyond that, multiple connections to your partner help. Get to know them as a person, not just as a professional.

Of course, the choice is yours: a cinema-like, popcorn partnership full of hot air or a more meaningful performing partnership based on those most-desired characteristics.

Steven Hunt

Point of View

Should I Stay or Should I Go?

"Life begins at the end of your comfort zone."

Neale Donald Walsch

The world has gotten more complex, placing increasing demands, creating limitless choices and disrupting markets right before our eyes. Depending on your point of view, it can be horrifying or exhilarating. The question is how do you deal with all this choice and opportunity? Do you remain safe within your boundaries or do you reach out, explore and open yourself to new possibility? We all have a comfort zone but opportunity often exists outside this zone. How leaders choose to approach this boundary will have visible effects on success.

Partnering beyond the comfort zone is one way to take advantage of this wealth of opportunity. Engaging in new and different avenues creates movement, momentum and alliances. Reaching out into unfamiliar waters not only brings new insight and reflection to your own world but also builds bridges and partnerships for future collaboration. Remaining in your comfort zone may feel safe and familiar but partnering beyond the comfort zone opens new horizons.

The choice may be impacted according to the branch or the type of work you do. The decision may lie to some degree with character traits or time constraints, but the effects of stepping outside the comfort zone remain the same; exchange, learning and growth. These are the rewards beyond the comfort zone.

Kyle Koenig

Word Watch**Share and Share Alike**

As we established in Spring 2013's Word Watch, "Leading Beyond Boundaries" means helping others go beyond what they perceive to be their limits. What comes to mind when you think about "Partnering Beyond Boundaries"?

BusinessDictionary.com describes partnering as: "Establishing a long term win-win relationship based on mutual trust and teamwork, and on sharing of both risks and rewards...".

I'm sure there are many situations in your job when you need to partner with others to get things done. So what would it take to push a win-win relationship with common objectives and mutual benefits beyond its self-perceived limits?

While the nature and purpose of your partnerships will vary depending on many factors, keep in mind the following key points if you aspire to partner beyond boundaries:

- There is no single model for successful partnering that can be followed for all projects or people – learn from past mistakes and build on past successes as a guide only!
- Partnering could mean changing the existing methods or trying something radically different – flexibility is required!
- Partnering requires mutual commitment, not just compliance with an agreement. Make sure both the necessary agreements AND commitments are in place!

Perhaps it's time to re-assess one of your partnerships. What would allow you to go beyond the boundaries of what you've done before or think you can do in the future?

Tim Nash

Leading Others**Partnering with Intention**

I realize that when it comes to leadership; I have two personalities that I can show. One is more the "hard" type, focusing on performance and power and ignores feelings and emotions. The other one is the "soft" type, full of empathy and able to motivate and thereby facilitating creativity and cognition in others. I see advantages and disadvantages in both. And whatever the situation requires, I am the one or the other. At least, this is how I feel.

I like the hard type a lot. Maybe this is because it reminds me of people like Lee Iacocca. He was focused on goals and performance and never stopped trying to achieve them. He led with facts and figures and from a purely rational basis. For him, a deep connection with the employees was seen as unproductive and a waste of time. This type helps me to focus on results and to be effective.

I have no blueprint for the soft type. I just like to be led by somebody who is empathetic and able to make a connection with the whole team. This means creating a great atmosphere, hearing lots of relaxed laughter and feeling an easy going attitude. Science shows that the mood of the boss is one of the top performance influencers at work. When a team really connects with each other, they demonstrate extreme stress resistance and high levels of motivation.

I don't know why I thought I have to be one or the other. But recently I

met a strong guy with clear focus and performance orientation and a great empathetic heart. I didn't realize it immediately, because I first saw only the strong side. But all of a sudden I realized that his power is not rude but full of love. And then it clicked. It is not the one or the other, he partners with both personalities.



Asking about his secret, he didn't understand what I meant. But he said that becoming effective is just a matter of the right intention. He said that he asks himself every morning, "What can I do today to lead everyone in the team to incredible success?" And if that creates a heart full of love and a desire for results, he then feels this is the right way.

And yes, it works. Both my personalities can partner any time. It reduces mistakes and frees an incredible amount of energy. It is just a matter of the right intention.

Dr. Markus Ramming

Leading Organizations

Partnering for Performance Enhancement

Who are your most important partners in your organization? Who influences your day-to-day engagement more than anyone else? Probably your boss. Whose level of engagement do you strongly influence? If you are a leader, that of your employees. What "partnership agreement" captures

ed of us and what we will be held accountable for.

Emotional Engagement – the "Why"?

To truly enter the realm of partnering, we must give ourselves a stretch goal: not only clarify what a person should do but why it is important. Achieving this often requires more strategic context. Having "strategic context" doesn't mean having a deep understanding of the company strategy, it means having a more personal picture of why my contribution matters. This increases the chances that I choose to feel responsible for what I will be held accountable for. As a manager, you give cognitive clarity, as a leader, you create emotional engagement with targets.



the essence of these relationships, the expectations, goals and common values? Your Performance Management System. Yet performance management is not enough for this is basic. How can we go from mere Performance Management to Partnering for Performance Enhancement?

To create a partnership environment in which both supervisor and employee have a sincere interest in each others' success, there are three elements that will create the conditions to Partner for Performance Enhancement.

Cognitive Clarity – the "What"?

An important measurement on engagement surveys is "At work, I know what is expected of me." We all want to understand clearly what is expect-

Mindsets / Behaviors – the "How"?

In any partnership, it is important to find "our" way of doing things. We tend to share common values with the people we choose to share our lives with. From this we know that the clearer and more deeply held these values become, the better that partnership functions. Make sure that the "how" is a part of all interim reviews and feedback discussions to clarify and intensify these common values.

Pay attention to these three elements when creating targets and reviewing progress and watch how you move to a different level of partnering with clarity, engagement and exceptional results.

Michael Couch

Food for Thought

"Unity is strength... when there is teamwork and collaboration, wonderful things can be achieved".

Mattie Stepanek

Leadership Facts and Figures

45% of the initiatives in (Procter & Gamble's) product development portfolio have key elements that were discovered externally.

Huston, Larry, & Sakkab, N. (March 2006). Connect and Develop. *Harvard Business Review*.



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.

[Great Learning Locations](#)