



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.

Fall 2007

## From the Editor

### Dear Readers,

We're excited to introduce the first issue of our new quarterly "**Head & Heart**", formerly known as "The International Communicator."

After successfully designing and delivering international management skills programs for 14 years, we've recognized how important **leadership** is for individual, group and organizational success. We believe that each of us can unleash more of our potential leadership skills, whether it be **leading ourself, leading others, or leading organizations**.

In the past two years, we've changed significantly. With energy, enthusiasm, head & heart, we've reflected, argued, outlined, revised, and reinvented our business - and ourselves. This experience has inspired us to launch "Head & Heart" by looking at "Change" from various perspectives and share our thoughts with you.

Enjoy the read and please let us know if you have ideas and suggestions for future themes.

*Anke Bloechl*

## Look Inside

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## Thought Leadership

### Change Leadership

*"Are we making maximum effort?" President John F. Kennedy asked in his letter to VP Johnson in April, 1961. The Soviet Union's early successes in the Space Race were becoming an embarrassment to a new and young administration that was still unproven in the eyes of many.*

*"We are neither making maximum effort nor achieving results necessary if this country is to reach a position of leadership," Johnson said in his reply dated six days later.*

I read this leaders' exchange during my recent visit to the JFK Presidential Library and Museum in Boston. How was President Kennedy able to inspire and engage the thousands of people required to put man on the moon, and do it within the same decade that had started so dismally? Were there personal characteristics that Kennedy had and exploited that can give us insights on what's required for change leadership to be effective?

As I continued my visit through the museum reflecting on this question I approached one of the last exhibits, a photo of President Kennedy, just months before his death, shaking hands with a young, beaming 17 year old, Bill Clinton, who would later become President.

A short, but very moving video captures President Clinton reflecting back on his brief encounter with Kennedy and making these comments about what made Kennedy so special in his eyes:

"It is very difficult for people (in a democracy) to change unless they have confidence in their leaders, confidence in themselves and confidence in

their ability to do better than they are doing now. He (President Kennedy) was constantly reaffirming that in ways that were good for the country."

There is, in our world of sophisticated terminology, change management, change processes and change agents that can endanger true transformational change. Only when change is coupled with leadership can we expect that kind of breakthrough change that Kennedy *envisioned*, but unfortunately, as it related to the Space Race, was unable to witness.

As a leader looking forward (or not) to your next major change initiative, consider spending less time with the complicated terminology of change, and look in the mirror and ask, "have I created confidence for those to follow me, how have I instilled confidence in those that follow me and how am I helping them build their confidence that they can do better than they are doing now?"

**Successful change starts with change leadership.**

*Dan Norenberg*

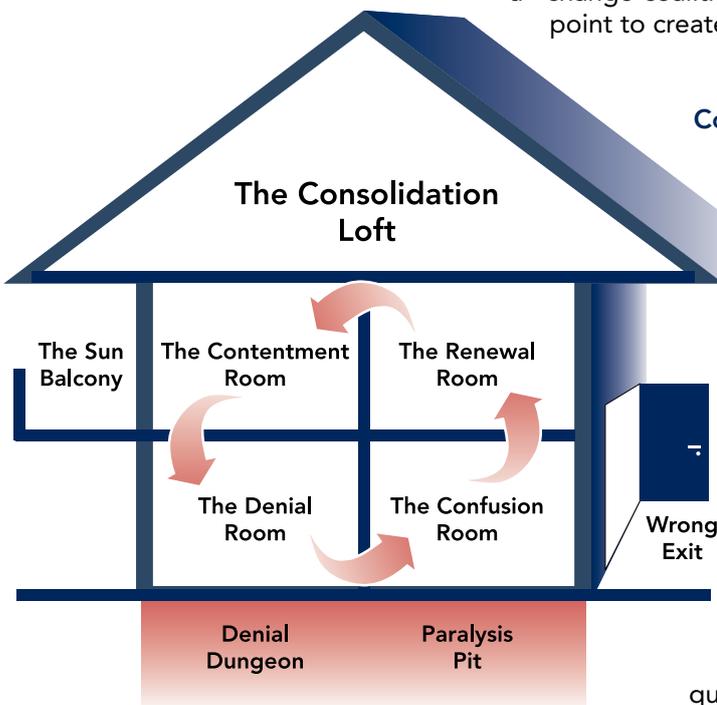
## Leading Self

### The Change House™

*Your company is a leader in its field achieving good results yet you sense that if you keep going as you are, you will quickly lose this position. What do you do? How do you create a sense of urgency for **and** execute change in good times? You need a pragmatic framework that helps you support people in moving through change constructively.*

The Swedish social psychologist Claes Janssens provides exactly such a framework in his book *"The Four Rooms of Change"*, (Wahlström & Widstrand, 1996). His model is simple, easy to understand and instantly applicable to almost any change situation.

**Denial** is a rigid defense of the "old" way. Paradoxically, once people can admit they are in denial, they have just moved to the next phase. How can leaders get people to move out of denial? Continue benchmarking and begin to involve more people to create a "change coalition" – a 10% tipping point to create momentum.



**Confusion** is the turning point because people have let go of the "old." A new energy is in the air. People begin to sense opportunities and possibilities! To continue moving towards **Renewal** it is critical that leaders provide a clear vision and direction, positively reinforce new behaviors and quickly feedback improved results.

**Contentment** is nothing more than being quite happy with the status quo. Contentment is not "bad" - it is the only room in which we can celebrate successes. Yet, contentment overdone leads to complacency. What to do? Try providing a symbolic "shock" message coupled with external benchmarking data. If you push people into denial, you're on the right path!

Among the many benefits of the model is that it gives people a "common language" to talk about change and makes clear that there is no shame in being in denial or confusion – they are a natural part of change. The leader's task is to make sure we don't get stuck in the dungeon of denial or paralysis pit but move on and create exceptional results together.

## Point of View

### How to Survive Organizational Change

*Change happens. Charles Darwin already observed that "it is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is the most adaptable to change."*

Your company is going through yet another organizational change? What is it this time – a restructuring, a take-over, a merger or an outsourcing project? Congratulations! What can you do when your status, your value, or even your job is in danger? Well, you can sit and wait, nag, mourn, and fight for your lost territory. Or, you can approach change with a positive attitude and seize your chance to grow and develop:

- 1) **Make the first move:** Don't leave your career in the hands of someone else; take a look around you to find a niche in your organization where your experience and skills are needed.
- 2) **Think positive:** Change may be the best thing that ever happened to you. Ignore rumors and don't let fears, doubts, irrational thoughts and anxiety stop you. Rise to the new challenge.
- 3) **Keep developing:** See change as a chance for a personal step forward, get creative, learn new skills and set goals for yourself.
- 4) **Enjoy life:** Pay attention to yourself and learn how to manage stress. Even if everyone else in your organization starts acting insane, try not to go along.

Most importantly, remain true to yourself and trust your gut feeling. Change forces choices. But it's your choice.

Michael Couch

Anke Bloechl

## Word Watch

### Change

Once upon a time there was a Chinese king who was very unhappy because he had realized that a statement deemed to be true today might already be regarded untrue tomorrow. Determined to find the eternal truth he summoned all his savants and ordered them to find a statement that was true forever. The savants immediately hurried off and buried themselves in the royal library to study all the important books on the teachings of all the great masters of that time.

After years and years of research they finally went to the king and told him what they had found to be the eternal truth "Everything is in ever change."

Living in 2007, in an environment of extremely fast change, we all know how very true this statement is. Particularly if you look at the speed at which technology develops one can easily get a bit frightened. Maybe we are inclined to think that in the old times everything was better and we might develop a resistance to change.

Nevertheless, change is necessary – without change there is no growth possible. But maybe it is time to change the way we want to change things. If we look at change in its meaning of replacing something, real change will never be able to happen.

To really change something we have to understand change in the sense of transformation. And transformation always begins with oneself. As human beings we often tend to look outside to find the answer. However, if we really want to transform we can only do it from within. Only if we change the way we look at things can we really change our worlds.

*Birgit Schmidl*

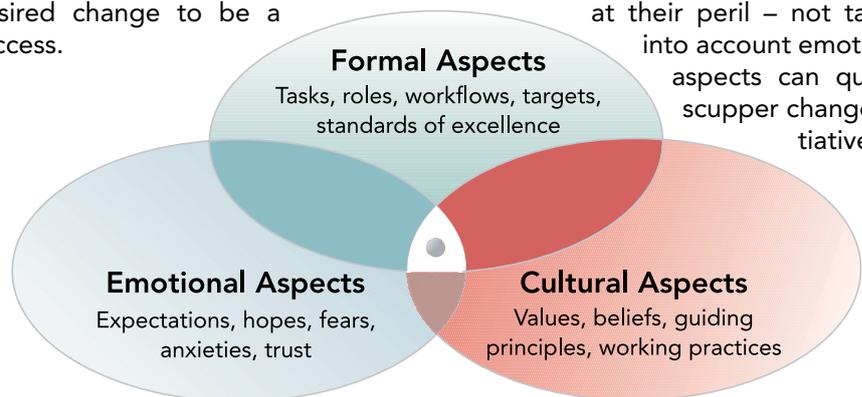
## Leading Others

### Managing Resistance to Change

*People view change differently. For senior leaders, change is the way forward to improving business performance and aligning strategy with operations.*

For many middle managers and employees, change is not welcomed. It is undesirable. It is painful. It is often seen as illogic and intrusive, because it disrupts the existing status quo within business units and departments. Moreover, middle managers and employees will fight hard to maintain the current status quo – it is in their (short-term) interests to do so. In short, they resist change.

What is the leader to do? Coercion is rarely a serious option for the desired change to be a success.



In managing resistance to change, leaders must first put themselves in the shoes of their employees and see how the change initiative looks from this new perspective.

Between leaders and followers (and within both those groups) there are a set of mutual duties and obligations which set the form of the relationship. Paying attention to these is the key to managing resistance to change.

This means, according to Professor Paul Strebelt at IMD, simultaneously managing three aspects of the relationship between leaders, managers and employees:

The **formal aspects** cover the tasks, roles, job processes, targets and performance standards. These are generally easy to define and write out clearly in 'black and white.'

The **emotional aspects** cover issues like expectations, hopes, fears, anxieties and trust for individuals and groups. The challenge here is that the emotional aspects are often 'unwritten rules,' well-established over time. They are often unconsciously woven into the fabric of interpersonal relationships. But leaders ignore them at their peril – not taking into account emotional aspects can quickly scupper change initiatives.

The **cultural aspects** relate to values and beliefs the company professes to hold and how these translate into daily working practices. Like the emotional aspects, they are often unwritten.

Research shows that people's reaction to change initiatives is influenced more by the relationship with their immediate boss, rather than in any grand corporate pronouncements. Loyalty and commitment to the cause rest on how much people trust their boss. And it is at this interpersonal level where the critical two-way communication has to take place to overcome barriers to change.

*Steven Hunt*

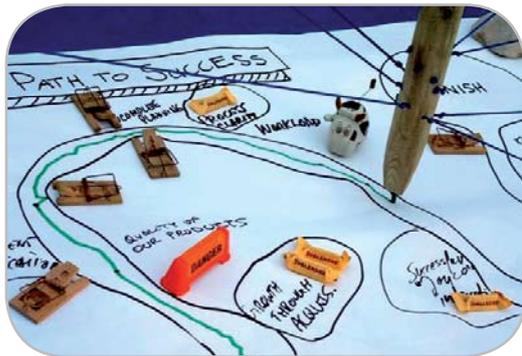
## Leading Organizations

### Helping Leaders to Lead Change

*"Either you **learn to lead your own change** or the forces at work in the wider world will do the changing for you – usually with maximum pain and suffering."*  
Morley, Jay & Doug Eadie 'Leading Change'

This is a profound statement about leadership. Learning to lead your own change within yourself and your organization is the essential dynamic of effective change. There is so much theory on leading change which, I sense, for so many people has become clichéd. Leaders need to understand that the language of change will not, of its own, motivate people to change.

#### Lead your own change within yourself and your organization



I know of two very different organizations whose leaders need their leadership team to 'take up the bridle' and drive change. One is where it has been clear for a while that the business has problems and yet the leader has not succeeded in kick-starting change.

In the second case, the business has been very successful and the leader's fear is that the train will hit the buffers. How do you help leaders lead change in these two very different situations?

The answer: by helping them find the holes in their perception. One of these leaders' very own phrase.

#### Find the holes in your perception

In the first example, the leader was not sensing his lack of emotional connection with his team. His perception hole was to project his assumptions of how to change based on his own experience. His mind said one thing (the language); his body said another (his core rigid behavior). The breakthrough for him was to realize this and to develop a much more empathic relationship with his team.

In the second case, the leader had failed to get his team to see the need for change when they were already being very successful. The hole in his perception was to fail to see how operationally driven the business had become under his own leadership making it difficult for his team to see the future in any way, other than 'more of the same.' The breakthrough for this leader was to change himself and introduce an executive leadership agenda, thereby creating a need in his team to recognize that they had to change personally in order for the business to break out of its operational focus and move to the next level of growth.

*Ed Norman*

## Leadership Facts and Figures

Only **43%** of employees say their companies effectively manage business changes such as restructuring, downsizing, merging, expansion and growth well. Improvements in this area are necessary since three-year TRS (Total Return to Shareholders) of companies that manage business changes well are **SEVEN TIMES** higher than the TRS levels of companies that manage them poorly (+ 29% compared to – 5%).

Watson Wyatt WorkUSA® 2002  
- Weathering the Storm: A Study of Employee Attitudes and Opinions

For more interesting **Leadership Facts and Figures** go to our Leader's Toolkit at:  
[www.nvision-learning.com/toolkit.php](http://www.nvision-learning.com/toolkit.php)

### Food for Thought

I am always doing that which I can not do, in order that I may learn how to do it.

Pablo Picasso (1881 – 1973,  
Spanish painter and sculptor)

### Challenging Situations?

What challenging situation would you like to deal with in a future issue of the Head & Heart? Get our perspective. Send us an e-mail at:  
[headandheart@nvision-learning.com](mailto:headandheart@nvision-learning.com)

We will of course ensure that your challenging situation remains anonymous.