TouchPoints: Creating Powerful Leadership Connections in the Smallest of Moments

Featuring Doug Conant,
Author of TouchPoints: Creating Powerful Leadership Connections in the Smallest of Moments
Dear Participant:

Welcome to the Linkage broadcast, *TouchPoints: Creating Powerful Leadership Connections in the Smallest of Moments*. This broadcast from Linkage’s Thought Leader Series features Doug Conant, a *New York Times* bestselling author, sought-after speaker, and former President and Chief Executive Officer of Campbell Soup Company. As Mr. Conant shares in his book, *TouchPoints: Creating Powerful Leadership Connections in the Smallest of Moments*, a TouchPoint describes “the way that each of the many interactions leaders have with others during their workday gives them the chance to ‘touch’ someone: to influence, guide, provide clarity, inspire, create a sense of urgency, and shape the course of events.”

As a leader, what do you consider your “real work”? Perhaps you see your work as the 10,000 foot responsibilities of a leader: strategizing, planning, and prioritizing. But as Doug Conant will teach you, a leader’s impact — and ultimately his or her legacy — is defined less by major milestones and more through the hundreds, even thousands, of interactive moments in time shared with the people they lead. Daily interactions — or TouchPoints — are the fertile ground that a leader must till in order to see growth and productivity in their people. Every TouchPoint will help you transform small moments into powerful leadership opportunities.

To lead effectively in a TouchPoint, you need to adopt a personal leadership model — one that embodies your leadership style; one that can engage people and improve performance. It can be argued that leaders must decide early on what their personal leadership style is — and it is important to be aware of where your strengths lie. Every leader has to determine what style works best for them given their unique situation. You may believe that your approach to leadership must be either tough-minded or tender-hearted.

But you risk not reaching your true potential as a leader if you take an either/or approach. As Doug Conant shares, “If you are out of balance, the solution is not to lower the volume where you are strong but to dial up in the area where you are less comfortable or feel less capable…when you are both tough-minded and tender-hearted, you can deliver ever-higher levels of performance.” You’re probably thinking that this is easier said than done — and you’re right. But today’s successful leaders know that the hard work and effort they put in to being a genuine leader who is strong in relationships and results will pay off in ways that are beyond expectation.

Doug Conant will teach you a leadership approach that is flexible, easy to understand, and most important, effective. As former CEO of the Campbell Soup Company, Mr. Conant personally experienced the challenges of running a large organization in today’s business environment and shares his successful strategies through personal experiences and practical application.

In this presentation, you will learn:

- How each of us is tested every moment, every day.
- That one of your greatest investments is constant attention to your mental model, emotional maturity, and bias for action.
• How to transform otherwise ordinary interactions into powerful leadership moments — one “TouchPoint” at a time.

These participant materials have been designed to complement your participation in this broadcast with Doug Conant. Use the materials before the broadcast to set the stage for the broadcast. Learn more about Mr. Conant, and how every interaction — every TouchPoint — holds an opportunity to make a powerful leadership connection.

Use the materials during Doug Conant’s presentation to take notes on important concepts. Mr. Conant will use the 90 minutes to provide some prepared material on how to turn a perceived interruption into an opportunity to expand your influence and deliver measurably better results. Let Mr. Conant show you how to create a culture of performance, engagement, and contribution one TouchPoint at a time.

Most importantly, use the materials after the broadcast to help reflect on ways to embrace the principles and implement the tools and techniques Mr. Conant outlines in his presentation on *TouchPoints: Creating Powerful Leadership Connections in the Smallest of Moments*. Apply the strategies to master the TouchPoint and become the leader you were meant to be.
About Linkage

Linkage works with leaders and leadership teams worldwide to build organizations that produce superior results. For over 25 years, we have delivered on this promise by strategically aligning leadership, talent, and culture within organizations globally. We do this by providing strategic consulting on leadership development and talent management topics and through our learning institutes, skill-building workshops, tailored assessment services, and executive coaching.

Linkage is headquartered in Burlington, Massachusetts with operations in Atlanta, Boston, New York, San Francisco, St. Louis and outside the U.S. in Athens, Bangalore, Brussels, Buenos Aires, Hamilton, Hong Kong, Istanbul, Johannesburg, Kuala Lumpur, Kuwait City, Mexico City, Rome, Seoul, Shanghai, Singapore, Sydney, and Vilnius.

Other Linkage Programs

Linkage’s broadcasts represent the best in leadership and management thinking, providing you with:

- Idea-generating programs by world-renowned and inspirational leaders.
- A convenient, on-site option for educating your leaders and managers.
- An innovative vehicle to deliver and drive the learning.

Check Linkage’s website (http://www.linkageinc.com) for additional programming, details, and updates. Linkage’s featured speakers are available On-Demand via Webcast or DVD:

- Paul Sullivan on *Why Some People Excel Under Pressure and Some Don’t*
- Jason Jennings on *Reinvention*
- David Rock on *Strategies for Overcoming Distraction, Regaining Focus, and Working Smarter All Day Long*
- Bill Conaty on *Why Smart People Put People Before Numbers*
- Steven Johnson on *Where Good Ideas Come From*
- Charlene Li on *Open Leadership: Transform the Way you Lead*
- Atul Gawande on *How to Get Things Right in a Complex World*
- Adrian Gostick on *How One Great Team Can Transform an Entire Organization*
- Michael Roberto on *How Great Leaders Prevent Problems Before They Happen*
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- Marshall Goldsmith on *The Positive Actions Leaders Must Take to Start Winning Again*
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- Ann Richards on Successful Leadership
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TouchPoints: Creating Powerful Leadership Connections in the Smallest of Moments

Doug Conant

The Linkage Thought Leader Series

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- Noel Tichy on *Judgment: How Winning Leaders Make Great Calls*
- Quint Studer on *Transforming a Corporate Culture to Drive Sustainable Results*
- Marilyn King on *Envisioning the Gold: An Olympian’s Challenge to Business Leaders*
- Betsy Myers on *Authentic Leadership: How You Can Take the Lead*
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- Dave Ulrich on *Creating Your Own Leadership Brand*
- Dan Goleman on *Emotionally Intelligent Leadership: Bottom Line Results*
- Cokie Roberts on *Lessons in Leadership: From the Halls of Congress to Our Founding Mothers*
- Sherron Watkins & Joseph Badaracco Jr. on *Ethics in Leadership*
- Richard Branson on *Lessons in Leadership*
- Rudi Giuliani on *Leading in Difficult Times*

Future Broadcasts

- April 18, 2012: Stephen Shapiro on *How to Out-Innovate the Competition*
- May 15, 2012: Robert Knowling on *Leading a Successful Organizational Transformation*
- June 28, 2012: Linda Hill on *The 3 Imperatives for Becoming a Great Leader*
- November 14, 2012: Mark Samuel on *Unleash the Power of an Accountable Organization*
- December 13, 2012: Sylvia Hewlett on *Top Talent: How to Reengage and Reenergize your Workforce*
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ON YOUR MARK

PRE-BROADCAST PREPARATION
Introduction and Basic Premise

“Anyone, anywhere, can expand their influence and improve their results — one TouchPoint at a time.”

— Doug Conant

Pick a day, any day, in your life as a leader. Think about some of the distractions and interruptions that make up a large part of your time at work: meetings, emails, chance encounters in the hallway, and the ever popular “do you have a minute?” question. They say you can’t go back, but aren’t there times when you would relish the slower-paced, less connected past, when uninterrupted time and space was the rule instead of the exception? The reality is, today’s pace is fast and furious, and the demands on your time are escalating. As a leader in today’s business environment you must find a way to lead in the moment — as that may be all you have!

In TouchPoints, Doug Conant explains that dealing with this 21st century reality is the most serious challenge a leader faces today. “They must find a way to navigate this incessant stream of interactions in order to be effective. The way to do that is to see each of those interactions as an opportunity. To use these moments to generate energy and direction around something that matters — to create a TouchPoint.” This may require a radical shift in your thinking; a commitment to using every interaction as a way to engage every employee — from learning about their emotional maturity to their unique abilities to perform. Think it will be hard to make this happen? You bet. Yet the results will pay dividends that will take your leadership to the next level: higher employee engagement, improved growth and revenue, and better customer relationships. It’s time to create powerful leadership connections in the smallest of moments. It’s time to experience the power of the TouchPoint.

The excerpt that follows is from TouchPoints and is reprinted with permission from the authors, Doug Conant and Mette Norgaard.

The Power of TouchPoints

It’s nearly three-thirty in the afternoon. You’re holed up in your office, trying to grab some time to finish a proposal that’s critical to the future of your department — and your own career — when a team member knocks on your door to ask for advice with a tricky problem. How do you respond? Do you give in to the flash of irritation you feel at being interrupted and tell him to come back later? Or do you stop what you are doing and help him right now? It’s your choice.

As a leader, you make those choices all day, every day. The “knock on the door” happens over and over again — phone calls, meetings, emails, and text messages, all with questions to answer, concerns to address, problems to solve, and fires to put out. There are big issues and small issues, planned sessions and surprises, and they come at you constantly and from every direction. You have to make decisions without having all the information, and you need to make them now. The workload is expanding, and the time you have to deal with each issue is shrinking. Some days it feels as though the information age has morphed into the interruption age.

But what if you could step back and look at all those interactions with a fresh perspective? What if, instead of seeing them as interfering with you work, you were to look at them as latent
leadership moments? What if these moments were the answer to leadership in today’s busy world?

In our experience, that is precisely what they are. Each of the many connections you make has the potential to become a high point or a low point in someone’s day. Each is an opportunity to establish high performance expectations, to infuse the agenda with greater clarity and more energy, and to influence the course of events. Each is a chance to transform an ordinary moment into a TouchPoint.

TouchPoints take place any time two or more people get together to deal with an issue and get something done. A casual conversation with a colleague becomes a TouchPoint when the focus shifts to an impending contract. An email exchange with a team member turns into a TouchPoint when she tells you about a production delay. The chit-chat before an afternoon meeting shifts to TouchPoint mode when the last person arrives and someone says, “Everyone’s here — let’s get started.”

In fact, each day is an elaborate sequence of TouchPoints: interactions — with one other person, a couple of people, or a group — that can last a couple of minutes, a couple of hours, or a couple of days. Those TouchPoints can be planned or spontaneous, casual or carefully choreographed. They take place in hallways, on factory floors, in conference rooms, on the phone, and via email or instant messaging. Some deal with straightforward, relatively minor issues, others involve complex challenges with wide-ranging effects.

Sadly, leaders often see these interactions as distractions that get in the way of their real work: the important work of strategizing, planning, and prioritizing. But in our experience, these TouchPoints are the real work. They are the moments that bring your strategies and priorities to life, the interactions that translate your ideas into new and better behaviors. That is providing you take these TouchPoints, no matter how brief, and infuse them with greater clarity and genuine commitment.

Three Variables, One TouchPoint

Although there are many ways in which TouchPoints differ, they all have the same three variables: the issue, the other people, and the leader.

The issue is something important, such as a question, a problem, or a decision, that affects the performance of individuals, teams, units, or the entire organization. Such issues come at you fast and furiously from every direction. In many cases you have to make a decision quickly, even without having all the necessary information.

The issue could be how to address a customer complaint, cross-train employees, reschedule a meeting so that the right people can be there, find resources for a project after the budget has been cut, or replace a key team member who has suddenly resigned. The issue may even be building a relationship. In fact, many leaders initiate a large number of brief interactions whose sole purpose is to make positive connections so that when the leader needs to make a tough call, people will know they are valued, and will trust the leader’s intentions.
The other people are the stakeholders who are involved in the issue. In this book we will focus on internal stakeholders, such as the individuals who report to you directly and indirectly, your colleagues, and the people with whom you have a straight or dotted reporting line.

In today’s interdisciplinary and international workplaces, these stakeholders may have diverse norms and values, which mean they often make differing assumptions about what it means to be on time, deliver quality, show respect, and be loyal. Consequently, you need to be tuned in, because the behaviors that turn one person on may turn someone else off completely.

The leader is the person who brings a little magic to the moment. Taking the lead in a TouchPoint is not a matter of title or position; it is a matter of behavior. The leader is the one who listens carefully, helps others frame the issue, brings a sense of urgency, and creates confidence about the next step. When you are the most senior person in the room, that responsibility will be yours. In many situations, however, you may want to use that moment as an opportunity to guide and develop others.

To take the lead in a TouchPoint requires dual vision. That is, you need to be able to address the most pressing need and do it in a way that makes the others more capable, ready to take on the next issue. In other words, you must zero in on the needs of the now, while being mindful of the next time.

My Issue, Your Issue, or Our Issue

Of course not every issue is your direct responsibility. That is why one of the first things you listen for in a TouchPoint is whether the issue at hand is “my issue,” “your issue,” or “our issue.” If you own it, you can make the calls. If they own it, you want to help them make the best possible decision and be ready to move forward. If it is “ours,” you share the responsibility with the other people.

When You Own the Issue

David has a visceral appreciation for the power of TouchPoints. When he was a plant manager for P&G, running sites with five hundred to a thousand people, he made it a habit to walk through the plant every day. In the course of a week, he would make sure he spent time with each of the four shifts. Among other things, he used his walk-throughs to deal with several of his own issues.

“I would routinely walk through the plant and connect with fifty to a hundred people in an hour. I always had a little slip of paper in my pocket with ten or twelve to-dos I needed to handle. They could range from getting an update on a safety issue to telling people about an award we had won.” In David’s experience, the biggest mistake plant managers make is that when they get really, really busy, they stop doing these kinds of tours. They think they can get more done by staying at their desk. But the exact opposite happens. “Walking the plant,” David says, “you get so much done in a minute. You get little updates, you feel the pulse, you quietly reinforce the standards when you pick up a piece of trash and remind someone about ear protection. If people are busy, you just wave.”
The walkabouts not only gave David a chance to deal with his issues, but also served as opportunities for people to bring up their own. One person might walk along for a few yards to tell him that someone’s husband was in the hospital; another might stop him to discuss a concern. In this way, his tours would shift from dealing with his own issues, to helping other people with theirs.

The merit of such walkabouts is that they create dozens of proactive TouchPoints. By being ahead on the issues, making yourself available, and setting the tone, you anticipate and prevent a number of problems. By making time for interactions, you can prevent unnecessary interruptions.

**When Someone Else Owns the Issue**

When a direct report owns the issue, the challenge for many leaders is to leave the responsibility where it belongs. This is particularly difficult for leaders who were promoted because others trust them to get the job done. That was Nancy’s challenge. In her previous position as the head of a national accounts team, she has always been the go-to person. When the customer had a problem, she would do everything she could to fix it, and fix it fast! She would ignore the chains of command and go directly to the person who could get the job done.

The problem was that, having been promoted to VP, Nancy was now going around her own people. She kept forgetting that as a leader of leaders, it was no longer her job to fix the problem directly. Her role now was to help other figure out how to deal with it.

To curb her impatience, Nancy developed a small TouchPoint habit. When her team was addressing a problem, she would first go around the room and hear from each team member what he or she thought should be done. Only at the end would she add her two cents worth. “It was really hard at first. I felt I was inadequate because I wasn’t doing something. But it was also fulfilling, because soon I began to see people step up in ways they had not done before. Today, it’s exciting to see how each individual is so much stronger. In fact, the whole team is becoming really impressive.”

What Nancy learned was that it is not enough to get the job done now. As a leader you need to get the job done in a way that builds the individuals’ and team’s capacity to do even better next time.

**When You Share the Issue with Others**

At other times, the leader and the other people are jointly responsible for the issue. That was the case when Jerry, Senior VP for Public Affairs, needed to bring Kim, a new director, up to speed.

Kim’s role would be to lead an initiative to reduce childhood obesity and hunger in Camden, New Jersey, by 50 percent in 10 years. “One Friday I took Kim and three other members of my team on a three-hour tour of the city,” Jerry said, “and we visited our partners at a day-care center, an elementary school, and a community garden. It was a really good morning. Most important, it gave her an affirmation that what we are trying to do is needed and doable.”
Bringing Kim up to speed was an issue that Kim and Jerry shared. By taking her on the tour, Jerry provided her with both a physical understanding of the city, and a strong beginning to the relationships, which would help her get a head start on her new job.

The Potential of a TouchPoint

Every TouchPoint is spring-loaded with possibilities. Each one can build — or break — a relationship. Even a brief interaction can change the way people think about themselves, their leaders, and their future.

Doug had such an experience that has stayed with him to this day. When he was in grammar school, he had a professor who had extremely high standards. One day, after Doug has handed in a carelessly done assignment, the professor called him in and said, simply, “Doug, you can do better.”

“That’s all he said,” Doug recalls, “You can do better,’ and of course he was right. Moreover, he never needed to say it again.” Now when Doug reviews work that doesn’t meet his standards, instead of giving people negative feedback, he challenges them to do better in some specific way. As it did with Doug, the statement “You can do better” often goes a long way toward increasing people’s confidence and encouraging them to stretch.

Mette, in contrast, remembers an experience of her own that shows the negative potential of TouchPoints. It happened when she was product manager for a mid-size multinational company. After discovering that a new product was failing to meet the company’s quality criteria, she recommended to her immediate boss, the Director of Marketing, that they stop production until they figured out what the problem was.

When Mette’s boss took the issue to the Vice President, however, he was told in no uncertain terms, “This is the fourth quarter. You’ve got to keep the line moving so we can make the numbers.” After that meeting, Mette’s boss called her into his office and told her that her job was to keep the line moving at all costs. When Mette protested, he snapped at her, “If you can’t do it, I’ll find a real man for the job.”

Mette’s boss got the job done — the production line kept moving — but he lost her respect. What was worse, she also lost respect for herself. She thought her superiors were making the wrong call and wished she had shown more backbone. This experience shows that when a leader goes for compliance instead of commitment, he may erode a person’s confidence and damage the relationship.

Have you had these kinds of experiences — positive TouchPoints that increased your confidence and commitment, or negative interactions that left you feeling worse about others or yourself? If so, you already know the power and possibilities of a moment. You know the potential of a TouchPoint.

TouchPoints can inspire people to give the very best of themselves, and they can cause people to shut down. Like money, TouchPoints in and of themselves are neither good nor bad. What matters is how you use them. They are a resource that you can either invest or squander.
Like Doug’s professor, we all have times when we say just the right thing. Like Mette’s boss, we also have times when we botch it.

That’s a fact of life. What is important is that you continuously strive to increase your ratio of “That went well!” to “I blew it.” If you reflect on the TouchPoints you’ve engaged in during the past few weeks, what is your ratio? What would you like it to be?

It’s important to remember that improving that ratio is not about becoming nicer, it is about becoming more effective. It is about engaging people and moving forward faster, instead of tripping up and slowing down. It is about gaining commitment instead of settling for compliance.

Whether you are a manager, a mentor, or a parent, you want to touch others in a way that makes them want to do the right thing. You want to guide them in a way that helps them make good decisions, even when you are not in the room — which, if you are a leader of leaders, is 99.9 percent of the time.
Pre-Broadcast Activity: The Power of TouchPoints

In the previous excerpt from TouchPoints, Doug Conant shared a powerful TouchPoint moment in his life when his professor in grammar school said these seemingly four simple words to him: “You can do better.” It’s easy to look at that statement out of context and think, what is the big deal? That is what makes a TouchPoint so powerful — it is the thoughtful caring behind the message that creates an opportunity to influence someone to reach higher and achieve more. Mr. Conant’s professor was someone he looked up to and respected; a leader in his life. He could have easily just accepted Doug’s effort and moved on. But that is what a TouchPoint is all about, taking a moment in time to make a lasting and impactful imprint on someone’s life.

We have all experienced the power of TouchPoints. We can all remember the many brief interactions in our lives, the moments when someone touched us. They were incidents when a coach, a parent, a peer, or a boss said just the right thing, at just the right time, and in just the right way. They may have said just a few words, yet you can still remember them. That is the power of a TouchPoint — a moment in time that has a long-lasting, positive influence on your life.

1. Reflect on a person who has had a positive influence in your life — a teacher, a coach, a mentor — a person who has touched your life and made you want to be a better person. What made their TouchPoint so powerful? As you think of them, do they have high standards? Do they demonstrate strong values? Do they compromise on their standards and values? Are they caring and thoughtful?

2. Imagine they are sitting beside you. Would they know how they influenced your life due to that small interaction? How would you describe what that TouchPoint meant to you, and what impact it had on your life? Use the space below to capture what this person said and what it meant to you. When you reflect on how someone touched your life, you can see the personal implication of a TouchPoint on your own leadership. As you reflect and recall this impactful interaction, think about how you can use TouchPoints to create a powerful leadership connection with your people. Wouldn’t you like to be the kind of leader who has such an impact?

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Question Preparation for Q&A Session

Doug Conant will devote the last portion of the broadcast to answer your questions. Complete the Question Sheet found on the next to last page of this participant guide and:

- If you are participating in the live presentation of this program, you can submit your questions directly from your webcast viewing window. You can also submit your questions through email using the instructions on the Question Sheet. Your program coordinator may collect your questions and send them in collectively. Email to: leadership2012@linkageinc.com.

- If you are participating in a recorded presentation of this program, share your questions with your program coordinator to be used during your post-broadcast activities.

Twitter

Linkage is now accepting questions through Twitter. To follow the conversation online or to submit your questions/comments during a live broadcast using Twitter, please use the hash tag #LinkageInc.
GET SET

PRESENTATION
During the Presentation

- Participate! Listen actively — question concepts and “try them on” to see how they may apply to you and your situation.
- Take notes on the pages that follow. Capture key thoughts and ideas.
- Be bold! Identify one thing to do and vow to take action.
If you aspire to mastery, you must use your head, use your heart, and use your hands. That is, you need a logical model that guides your approach to leading people and change (head), a clear sense of purpose and an authentic way of engaging with others (heart), and practices that enable you to be prepared and competent in the moment (hands).

These three essentials are not a prescription for the “right” way to lead. They are simply a structured approach to developing your way of mobilizing and organizing people, your brand as a leader, your unique touch.

Doug Conant
TouchPoints
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In our overloaded age, the most common complaint is certainly about interruptions. And no one feels it more than those called to lead and manage companies. These so-called interruptions are actually important interactions that if handled properly are the key to becoming a great leader and creating a highly engaged and productive workplace.

Doug Conant
At that meeting, he made a promise to all the employees that ultimately became known as The Campbell Promise: Campbell Valuing People, People Valuing Campbell. His point was that the leaders must show that they cared about the employees’ agenda before they could expect the employees to care about the company’s agenda. To show that he meant what he said, Doug began to look for ways to tangibly demonstrate that he cared, by asking everyone he ran into, “What can we do better?” “How can I help?”
No leader can succeed by being only tough-minded or only tender-hearted. Every day there will be TouchPoints in which you need to focus on results and others in which you deal with relationships, moments when you must push to make a deadline and others when you need to stop everything and listen. Every day, you need to be both tough-minded on the issue and tender-hearted with people.

Doug Conant

TouchPoints

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Astute leaders invest in these TouchPoints because they know that the net sum of the connections determines the health of the relationships, and the vitality of the relationships equals the strength of the unit. The payoff is a cohesive team that can move quickly and effectively.

Doug Conant
TouchPoints
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GO

ON-THE-JOB APPLICATION
Post-Broadcast Activities

Activity 1: Self-Reflection and Discussion

1. What in Doug Conant’s presentation struck a special chord with you? Why?

2. Reflect on what you have learned about the impact of a TouchPoint. How will you shift your mindset to stop seeing interactions as interruptions, and start seeing them as opportunities to lead? What steps can you take to create powerful leadership connections in the smallest of moments?

Continued on the next page.
3. Too often leaders think that their day-to-day interactions are getting in the way of their real work. As Doug Conant explains, “They tend to think about leadership as dealing with big things, bold visions, brilliant strategies, and up-to-the-minute efficiencies. Such things are indeed vital to leading an organization. But they are only ideas; they are merely works on paper, until somebody chooses to do something differently.” What will you do differently when you are presented with a TouchPoint opportunity?

4. What are YOUR leadership lessons? How will you use every TouchPoint to become a leader whose impact and legacy is shaped by the way you handle the thousands of everyday, ordinary moments with the people you lead?
Activity 2: Commit to Mastery

“Leaders are doers. They build things, grow things, and move things forward. They shape the future by doing something better or bolder or more exciting. Unlike many who only dream of creating a better future, leaders are the dreamers who get things done, and the way they do that is by influencing others...To influence them, your voice must be so clear that they can hear you and so credible that they will pay attention to you. To gain such a level of credibility, it is not enough merely to use TouchPoints — you need to master them.”

– Doug Conant

The dictionary defines mastery as full command or understanding of a subject; outstanding skill and expertise. You don’t gain mastery of a subject with a small amount of effort — it takes a full-on commitment and the time necessary to achieve it. As a leader in today’s fast-paced work environment, you might be thinking “I don’t have the time!” As Doug Conant tells us, “Guess what: those who are committed to mastery also don’t have the time; they make the time. As with anything you value in life...you simply need to make mastery a priority.”

You’re priority is set, you’re going to find time to master the art of the TouchPoint. Now what? What strategy can you implement to use each and every TouchPoint to its full advantage?

The Mastery Essentials

The excerpt that follows is from TouchPoints and is reprinted with permission from the authors, Doug Conant and Mette Norgaard.

If you aspire to mastery, you must use your head, use your heart, and use your hands. That is, you need a logical model that guides your approach to leading people and change (head), a clear sense of purpose, and an authentic way of engaging with others (heart), and practices that enable you to be prepared and competent in the moment (hands).

These three essentials are not a prescription for the “right” way to lead. They are simply a structured approach to developing your way of mobilizing and organizing people, your brand as a leader, your unique touch.

Your touch is where the three strands (head, heart, and hands) come together in the art of the moment, enabling you to make clear judgments in the TouchPoint. When you have the touch, you can have a dozen balls in the air and juggle them with apparent ease. You may stand in the midst of escalating tensions and naturally diffuse them. You can make split-second decisions in a way that seems effortless to others. The way you do all that is by blocking out the noise, stripping away everything extraneous, and being fully present to the possibilities of the moment.

Use Your Head

To begin with, you need a clear approach to leadership. As a leader, you must be prepared to parse through countless data points, detect the patterns, and frame what is going on in the TouchPoint. To do so quickly, intelligently, and consistently, you need to create a personal leadership model that works for you in your unique situation.
Ward Clapham, chief of the Richmond detachment of the Royal Canadian Mounted Police (RCMP), is absolutely clear about his model which is centered around “prepare and repair.” This model guides everything he does, including the way he deals with at-risk teens, handles criminals, engages with community leaders, and develops his officers.

Instead of waiting until something goes wrong and then moving to fix it, Ward does everything he can to get ahead of the problem. This approach is evident throughout the detachment. For example, consider a typical police department’s *internal investigation unit*, which waits until an officer does something wrong before intervening. Ward got ahead of the problem by renaming it the *internal prevention unit* and expanding its responsibilities to include implementing standards as well as conducting investigations. By being accountable for preventing problems, in just one year the unit accomplished a 70 percent reduction in complaints against police officers.

As a leader, Ward is so clear that he passes the exponential test. All the Mounties in his unit not only understand his model, they even tell their peers in other detachments about it.

What if you had an equally clear way of thinking about how to lead your team or department? How would that increase your level of influence?

**Use Your Heart**

Next, you need to become incredibly clear about your intentions so that you can develop a healthy and dynamic core. Think about the core of a golfer, the axis around which the rest of the body rotates when he takes a swing. Having a strong core allows him to wind up the body’s inherent energy and release it in a natural and controlled way — contact! — until the rotation is completed. To achieve such grace and power in the moment you need to be very clear about who you are, and why you choose to lead. You need to have the heart for leadership.

Take Irene, president of a $1 billion business unit. Among the people who have had a powerful influence on her as a leader, she names her mother and grandmother, two women who taught her about resilience. Whatever she comes up against is nothing, Irene says, compared to what they went through as they fled Shanghai and faced near-starvation during the Second World War.

Irene is irrepressible when it comes to turning around poorly performing business units. She gives 100 percent to the job, and she expects the same from the people around her. Passionate about what she does, she has no patience with the “What’s in it for me?” attitude. In her view, “If you can’t put the organization’s interest ahead of your own comfort and change your behaviors, then you have no business being here.” Irene attracts some of the best talent because, although she expects a lot, she gives even more. As she says, “It’s all about working together, building those eyeball-to-eyeball, prick-your-finger-and-share-blood relationships.”

Consider the relationships on your team. What might you achieve if everyone on your team put the group’s goals before his or her individual interests?
Use Your Hands

Finally, you need to become clearly competent so that you can engage with confidence, and extend that confidence to others in every interaction. You need to be able to draw on a variety of skills so that regardless of what is thrown at you, you can handle it. You may need to diffuse tension with humor, push people by asking tough questions, or tell stories that stick. Whatever is needed, you want to do it skillfully.

One powerful practice is to lead with listening. Consider Bergit (not her real name), a team leader with Microsoft in Norway. In a 360-degree feedback session, Bergit got slammed for her behavior during one-on-one meetings with her direct reports. They were annoyed by the way her eyes kept darting to scan incoming messages while they were talking.

When Bergit realized that her lack of attention made people feel that she didn’t care, she changed her behavior — and that changed everything. From then on, when it was time for a weekly one-on-one session, she and her team member would put on their boots and coats (they were in Norway, after all) and go for a walk, leaving their PDAs behind. As a result, not only was Bergit able to devote her full attention to helping the other person, but the two of them brought a fresh, natural, high-energy feeling back to the office.

What if your team asked you to adopt a new behavior that, in their eyes, would make you a better leader — and you did it? What if you did it again, and again? In addition to becoming better yourself, you would also earn their respect and the right to ask them to make changes to their behavior.

Make a Promise to Yourself

Making a promise to yourself is easy; the hard part is keeping it…in the space between our best intentions and our actions lies something vital: the depth of our commitment. And the greater the task, the more intense that commitment needs to be.

The question is, what type of leader do you want to be? Do you want to be the leader who waits around for the make-or-break moment, or do you want to be the one who gets in front of it? Whatever your aspiration, do you want it enough to make the commitment to mastery?
Every leader tends to have one mastery essential — head, heart, or hand — that is challenging to master. All three essentials are important to master, but truly understanding and focusing on the one that keeps you from mastery is critical. Doug Conant points out that “we all fall short in some areas — even the masters mess up.” The key is to use the three TouchPoint essentials to check your progress toward mastery. Are you hitting the mark in all three, and if not, where is your aim off?

It’s time to check your progress toward mastery of the three TouchPoint essentials that Doug Conant has shared. For each of the three TouchPoint essentials, read about the consequences of missing the mark and answer the questions that follow.

- Is this TouchPoint essential a strength of mine or an area I need to develop?
- What are some of the successful ways I have demonstrated this essential in TouchPoints with my people?
- What specific steps and/or strategies can I implement to better demonstrate this TouchPoint essential in my daily interactions?

**Head**

When you don’t have a clear approach to leadership, people don’t understand why you make the calls you do…People search for the underlying logic, but it doesn’t seem to be there. Instead of people saying, “That makes sense,” “What a great way of framing it,” or “So that’s why it’s so important,” they leave meetings commiserating: “I just don’t get it,” “Why exactly did we have to do this?” or “I’m confused.” Then they pass that confusion on to others, creating an exponentially muddled effect.

Why does this happen? It may be because you have many great ideas but haven’t yet developed the mental discipline to set priorities. Perhaps the complexities of your new position are enormous, and you haven’t yet built the mental muscle to figure things out, or you need to respond to conditions that keep changing. It could be that your thinking is very clear, but you don’t take the time to explain it, believing that the others ought to figure it out by themselves.

Is this TouchPoint essential a strength of mine, or an area that I need to develop? ________

What are some of the successful ways I have demonstrated this essential in TouchPoints with my people? ________

Continued on the next page.
What specific steps and/or strategies can I implement to better demonstrate this TouchPoint essential in my daily interactions with my people?

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Heart

When you don’t know (or don’t show) what’s in your heart, you cannot make a real connection with others. You may genuinely care about the people on your team, but if they can’t tell your true feelings, why should they trust you? Also, if you don’t convey what you care about, they are less likely to be forthcoming with their own cares and concerns. After all, why should they risk themselves in this relationship if you don’t?

Your team members, rather than telling their colleagues, “I’m so excited to be part of her team,” “I don’t want to let him down,” or “I know she has my back,” say things like, “I just can’t read him,” “He pretends that he wants our input, but he really doesn’t,” or “I don’t know when she last said ‘thank you.’”

If you don’t have the heart for leadership, don’t do it. If you do love the work but don’t know how to show it, figure out what’s holding you back. Maybe you feel awkward talking about your passion and purpose, seeing them as something private. Such sensibilities are fine for an individual contributor, but things change when you become a leader. When you gain positional authority, you also gain the power to promote or demote people, so their future is partly in your hands. Thus, they are constantly on the alert for signals trying to figure out what matters most to you.

Is this TouchPoint essential a strength of mine, or an area that I need to develop?__________

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Continued on the next page.
What are some of the successful ways I have demonstrated this essential in TouchPoints with my people?

What specific steps and/or strategies can I implement to better demonstrate this TouchPoint essential in my daily interactions with my people?

**Hands**

When you don’t do your homework people can’t count on you to prepare and put forth your best effort. They just don’t feel as though they’re in good hands with you as a leader. Furthermore, when you don’t make honing your skills a priority, why should they bother? Thus your own lack of discipline not only undermines your credibility, but also may affect your department’s reputation. Instead of people saying, “It’s a pleasure to watch her in action,” “He’s always prepared,” or “He is such a pro,” they mutter, “He’s too impulsive,” “She was in over her head on that one,” or “It’s hit or miss with him; he’s just not consistent.”

Maybe you don’t practice because you are used to being the smartest kid on the block and able to wing it. Maybe you confuse working hard with working out, thinking that by putting in long hours you automatically get better. As the responsibilities and the complexities increase, however, winging it is no longer good enough, and working more hours is no longer an option. Something has to change.

Is this TouchPoint essential a strength of mine, or an area that I need to develop?

Continued on the next page.
What are some of the successful ways I have demonstrated this essential in TouchPoints with my people?

What specific steps and/or strategies can I implement to better demonstrate this TouchPoint essential in my daily interactions with my people?
Activity 3: The TouchPoint Triad

Leadership experts are quick to point out that leadership is an outward expression, not an inward focus. It is all about the growth and development of the people who are being led. Great leaders focus on how to make the people they lead better. They focus on what they can do to help them achieve their potential. A true leader never thinks “it’s all about me,” because at the end of the day it is all about them. Your role as a leader is to give the people you lead the tools and confidence they need to give the best of themselves back to you, the team, and the organization. This is the premise of a TouchPoint — that moment in time that begins with “How can I help?”

As Doug Conant shares, asking or thinking “How can I help?” prepares you for what he calls the TouchPoint Triad. To better understand the TouchPoint Triad, think of the parallel to music. In music, a triad describes the three tones you need to form a complete cord, the three notes that create the harmony. A TouchPoint Triad is the three key notes you have to hit to be helpful in even the briefest of moments:

- **Listen intently:** When you hit this note you are able to figure out what is really going on and what others need from you. It is a way to tangibly demonstrate that you care. Careful listening lets you connect with the others, pick up nuances, zero in on the issue, figure out whose issue it is, and determine what kind of help people need. By listening intently you allow yourself to hear and understand what is really going on — not what you think is the issue. There is nothing as useless as solving the wrong problem. It may feel good to move quickly, but moving too fast only creates the illusion of progress and undermines your credibility as a leader.

- **Frame the issue:** When you hit this note you ensure that everyone in the TouchPoint has the same understanding of the situation. When you hit the first note of the triad and listen intently, you are able to pull out the essence of what people are trying to say. Then you will be ready to frame the issue in a way that can help the other people in the TouchPoint think about it more clearly. How you frame what you have heard depends partly on whether people need greater clarity, confidence, or commitment. Whatever the situation, you want to speak from your heart. Let people know why their contribution matters, and show that you have confidence in them.

- **Advance the agenda:** When you hit this note you are deciding what next steps to take, and who will take them. Remember, when people come to you with an issue, they want to make progress. Once you know what is needed, do what you can in that moment to move the agenda forward. If you need to help people make a decision, or if you need to make the decision yourself, do it. It you need to connect them to someone, make a call or send an instant message. Show a bias for action.

Once you have moved through the key notes of the TouchPoint Triad, it is critical that you follow-up with a question such as, “How did it go?” or “Is there anything else you need from me?” When you follow-up in this manner, you show that you care. It also gives the others in the TouchPoint the opportunity to give you some feedback. Following up helps you learn how well you are doing at listening, framing the issue, and helping people move forward.
As you think about the opportunities you have on a daily basis to connect with others, how successful are you at making helping others the focus of each TouchPoint? Are you applying the key notes of the TouchPoint Triad to every interaction? Remember that you want to achieve mastery of the TouchPoint, and you move toward TouchPoint mastery by listening intently, framing the issue, and advancing the agenda.

Think about an interaction you may have in the midst of a day at work. As you replay how you would typically approach this interaction, are you thinking “How can I help?” right from the start? Using a past interaction, apply the TouchPoint Triad — listen⇒frame⇒advance — to strategize an outcome that allows you to make a powerful leadership connection. Using the space provided, capture some specific ideas and strategies you can utilize at each step of the triad.

**Listen intently:**

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Frame the issue: ____________________________________________

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Advance the agenda: ____________________________________________

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Activity 4: Are You Operating With a Clear Model?

We use models as a way to simplify complex systems to help make decisions. Leadership is complex, and in order to be effective a leader must have a clear personal leadership model for how to lead people and change. As Doug Conant shares, “When you’re standing in a torrent of TouchPoints, you need to be incredibly anchored in what works for you.” Unfortunately, many leaders use the “fly by the seat of your pants” leadership model. It just doesn’t work. You need a leadership model that is relevant and works in your unique situation; a model that can engage people and improve performance; a leadership model that enables you to lead effectively in a TouchPoint. Do you have a personal leadership model? If not, what are you waiting for?

The excerpt that follows is from TouchPoints and is reprinted with permission from the authors, Doug Conant and Mette Norgaard.

Models, Models Everywhere

At this stage in your career, you are likely to have been inundated with models and frameworks, and you can always count on the latest business book or Harvard Business Review article to champion yet another approach to leadership. You might be thinking, “Given the many good ideas out there, why not just adopt one of those?”

One reason is that when you stand in the heat of the moment, faced with serious delays or inexcusable errors, your first thought won’t be, “What would management expert Ken Blanchard do?” Instead, you will default to your own way of thinking about leadership.

Make a Commitment to Inquiry

The first step in creating your own leadership model is to become aware of your current assumptions — the ways in which you almost instinctively think about people and performance — so that you can take a clear-eyed look at how well the assumptions work. Next, you search for the answers to two vital leadership questions by drawing inspiration from various sources and thinking about your own experience. Finally, you organize your answers into a meaningful flow — an ideaPod, if you will, where you have “downloaded” the best thinking available, added your own experience, and created a set of ideas that work for you.

Of course your leadership model won’t be fixed in stone; it’s an iterative process. You’ll apply your model as issues come up, then you will step outside the situation to study what is happening as objectively as you can, make any necessary adjustments, and step back into the thick of things so that you can test the revised model and see how it works. That’s what it means to have a commitment to inquiry.
Consider Your Underlying Assumptions

To begin, you first need to surface your assumptions about leadership so that you can assess how effective they are. One way to do that is to think about the metaphors and analogies you gravitate toward. Following are some of the most common ones. As you read them, notice which ones resonate with you.

War. For decades war was the dominant metaphor for leadership. In fact, at one time, Harvard Business School was thought of as the West Point of business, graduating the officer class of corporate America. The professors used expressions such as “rallying the troops,” “taking the hill,” and “digging strategic moats.” They made strategy and tactics ubiquitous business terms. Entrepreneurs, not to be outdone, studied “guerrilla tactics” and learned how to “move swiftly, concentrate their attacks, and win.”

Sports. Many leaders use sports analogies when discussing leadership. Depending on whether they want to underline the need for speed or endurance, for brute force or finesse, or for staying the course or adapting, they may compare a difficult challenge to “running a series of sprints” or “back-to-back marathons,” or they might tell a story about a basketball team’s “come-from-behind victory.”

Creativity and community. While Harvard was pushing the competitive approach, Wharton was promoting the advantages of cooperation and creativity. Leaders who are more inclined toward that line of thinking might talk about what it takes to put on a play, do a barn raising, or revitalize a neighborhood, using language such as “creating,” “building,” “performing,” and “pulling together.”

Hollywood. As more leaders head up ad hoc teams, many have become attracted to the Hollywood model: the “producer” attracts some “star power” and pulls together the “right players” for a project. Everyone works around the clock until the film is done. When it’s “in the can,” they are all let go.

Journeys and adventure. Many leaders compare the process of achieving a goal to “taking a journey” (we’ve done that in this book), using stories about traveling the Silk Road or climbing Mount Everest, with each stage signifying a major milestone, as metaphors for accomplishing something difficult but worthwhile.

Evolution. Other leaders find inspiration in evolution, relating the way that nature uses diversity, experimentation, and redundancies to “adapt and survive” to what an organization can do to succeed. Interestingly, many in today’s military also use references from the natural world, as they speak of mobilizing against terrorist “cells” and “simultaneous swarming attacks.”

As you read the examples here, which ones fit your way of thinking about leadership most closely? Which resonate the most with you? Then consider the underlying premise of each example. Would you say that the example was built on a belief in:
Competition or collaboration
Instructing others or inviting them
Expanding rapidly or evolving gradually
Aiming for efficiency or creating communities

Most leaders have a bias for one of the words in each pair. Do you? If so, is your bias a strong preference, or do you feel comfortable with both approaches?

At the risk of oversimplifying things, you can think of the word pairs as representing two distinct world views, two different ways to think about motivation and change. When you gravitate toward stories that build on the first word in each pair, you will tend toward an assertive way of thinking about issues and people. If you are inclined toward stories that build on the second words in the pairs, you will have an adaptive approach.

From our years of study, and our experience as a “leader of leaders” and as a “teacher of leaders,” here is what has become clear to us: instead of having an assertive or adaptive approach in the moment, leaders need an integrated approach. It makes no sense to think of people as being selfish or altruistic, competitive or collaborative, because as human beings we are both. Likewise, it is nonsense to look at an organization as if it ought to run like a machine or evolve like a living system. Why limit yourself when there are ways to create efficiencies and communities? In fact, the best solutions often lie in the creative tension between these natural dualities.

Answer Two Vital Questions

Your job as a leader is to take people from where they are today to where they need to be tomorrow, do so as quickly as possible, and do it in a way that is sustainable. To accomplish that, you need to master both the “material” and the “process.”

Just as a potter must know his material (clay) and understand how to transform it (process) into a strong, functional object, a leader must know her “material” (other people’s talent, energy, creativity, and commitment) and understand how to transform that into performance.

To comprehend these basics and how they apply in your culture and context, you need to find your own answers to two vital questions:

1. What makes people give the very best of themselves?
2. What makes for ever-stronger performance in an ever-changing world?

Exploring these questions is a bit like panning for gold: sifting through the clay, dirt, roots, moss, and pebbles to find the real nuggets, the 24-karat insights into human nature and the nature of things. It’s a lot of work. So why bother? Because the better you understand the nature of things, the more effective you will become.


**Download the Best Thinking**

Begin by borrowing from the professors and practitioners whose research, matrixes, and models have worked for you. Think about the powerful insights you have had over the years, as you watch a movie, read a biography, or listen to a speech. Make a note of these nuggets so that you can use them later.

**Think About Your Experience**

When it comes to leading others, your experience has already taught you a great deal about what drives people to perform their best and how you, as a leader, can create superior performance. Your leadership model should reflect what you have learned from that experience.

As you consider the question *What makes people choose to give the very best of themselves?* think about the way we are all motivated by different things. You might have given your best when you were intent on earning a bonus, seeking to gain someone’s respect, or excited about solving an intractable problem. But when you think about what drives people, be careful not to assume that just because you are motivated by money, praise, winning, or challenge, others will be as well.

Now let’s turn to the second question: *What makes for ever stronger performance in an ever changing world?* What are the lessons you have learned about achieving results and then doing it again and again? Have you ever been part of a team that came from behind, beat all the odds, and won? If so, what created the magic? Maybe you joined a team that was already on top; if you did, what were the key elements that kept it there? Have you ever had to manage the process of cutting costs and managing layoffs? If so, what did that teach you about courage and compassion?

Another way to explore this question is to consider the best-performing bosses and colleagues you have had. How did they approach major initiatives? What did they do to create momentum and deliver results? How did they think about getting the job done now while building capacity for next time? Conversely, think about the leaders you have encountered who took a system or a culture that was humming and managed to ruin it. What did you learn not to do? What were some critical lessons?

**Move from Prototype to Prime Time**

The value of prototyping is that it allows you to take your best ideas and make them tangible. When you do so, the secret is to try out a lot of ideas quickly, discard what doesn’t work, and do it again. By creating a prototype of your leadership model, you will have something tangible you can react to and refine until it is clear, coherent, and effective. The aim is to develop a model that you can draw on the back of a napkin while explaining your leadership approach to someone else.
Think About Your Insights

To start developing your prototype, reflect on the assertive, adaptive, and integrative points of view and the way you responded to the two vital questions. Jot down your insights (a stack of Post-it notes is helpful for this activity). Don’t stop to think too much at this point — write down whatever occurs to you. Your notes might include things like “Keep score real-time,” “If you are not failing, you aren’t trying hard enough,” “Unreasonable people drive change,” “Help them do it,” “Transparent and truthful,” “Swagger is a good thing,” or “Trust them.”

Once you’ve written down everything that occurs to you, sort your thoughts and ideas into clusters. Some might deal with relationships while others focus on results; some might concern people’s character and others, their competencies; some may stress the need for stability and others the importance of change. Play around with the clusters until the categories seem clear to you.

Create a Prototype

Next, step back and think about how the ideas are connected. This step is critical, because otherwise you are likely to end up with just a list instead of a logical set of ideas. The clusters might build on one another as a hierarchy. They might overlap as in a Venn diagram. They might be connected in a way that is circular, simultaneous, or spiraling. They may even be expressed as a formula. Have some fun and play around with different possibilities.

When you have a good understanding of how your ideas are connected, quickly draw several rough prototypes of your leadership model. When you finish one, look at it and notice what you like. Then draw another, and another, until you have something that makes sense to you.

Once you have come up with a prototype that you think accurately expresses your own unique approach to leadership, see whether you can explain it to someone else. Grab someone you are comfortable with, such as a friend, your spouse, or a colleague, and take 5 or 10 minutes to walk him or her through your model. You might feel hesitant and awkward the first time you do this, so do it with several people. If at this stage things are not flowing well, go back and create a few more prototypes until it all comes together.

Get Ready for Prime Time

When you feel confident that you can explain your model clearly, select one or two other people, such as a mentor or colleague, whose opinions you respect. Ask those individuals to listen to your explanation and give you feedback. Does your model seem to be clear and coherent? Does it make sense to them? Are there any weaknesses in the ideas or the connections among them? Ask them to push you on this because, most of all, you want a model that works.

Once you are confident that your model is clear and coherent, you will be ready for prime time: to share it with your team, your boss, and other people you work with. Your model will make it easier for them to understand the way you think about leading people and change, and why you
make the calls you make in the moment. It will also make it easier for them to explain your ideas to others.

As you develop and adopt your personal leadership model, remember this; “while there are many good leadership models…none is going to be a perfect fit for you in your unique context. That is why your model must be informed by who you are, your experience, and your situation…you need to test and revise this model throughout your career, because as your responsibilities change, so will your model.”
For this activity, think about your approach to leadership. Are you operating under a personal leadership model, or flying by the seat of your pants? If you have a personal leadership model, is it still effective and relevant to your life as a leader today? Can you clearly and coherently explain it to someone else?

It’s time to develop your personal leadership model. If you have a leadership model, take this opportunity to review it and determine if it is still relevant to your role, your responsibilities, and your circumstances. In either instance, the process is the same. You need to consider your underlying assumptions, answer two vital questions, and move from prototype to prime time.

Use the space below and on the following pages to map out your personal leadership model. Use the flow suggested by Doug Conant to develop a leadership model that “will help you sort through all the facts and feelings, frame the issue in a way that makes sense, and make good judgment calls…by having a robust model you will become consistent from TouchPoint to TouchPoint, so that others will experience an underlying logic, making it easier for them to understand your decisions and explain them to others.”

1. Which of the following ideas about leadership resonate most with you? For each pair, circle the one that aligns closest with your leadership approach:
   - Competition or collaboration
   - Instructing or inviting
   - Expanding or evolving
   - Efficiency or communities

   If most of your responses are the first word in the pair, you tend to have an assertive leadership approach. If most of your responses are the second word in the pair, you tend to have an adaptive leadership approach. If your responses are split evenly, you tend to have an integrated leadership approach.

   My leadership approach is: __________________________________________________________

   2. Now, consider both the material and the process of leadership by answering the two vital questions that follow. As you contemplate your answers, remember to reflect on your personal leadership experience and the research, matrixes, and models that have worked for you.

   What makes people give the very best of themselves? _______________________________________

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What makes for ever-stronger performance in an ever-changing world?

3. Next, start developing your prototype. Reflect on your leadership approach (assertive, adaptive, or integrated) and your answers to the two vital questions from above. Use the space below to jot down your insights or anything that occurs to you around leadership. After you capture your thoughts, think about the connections you can make between your thoughts to create a logical set of ideas.
4. Now, use the space below to draw one or more rough prototypes of your leadership model. Your leadership model may be illustrated as a hierarchy, a cycle, a process, or a formula. No one interpretation is correct; the point is that it must work for you. Remember, have fun and play around with the different possibilities.

Continued on the next page.
5. For the last part of this activity, it’s time to get ready for prime time! Turn to someone in the room (or find a colleague, friend, or mentor back at work) and walk him or her through your model. Ask them if it is clear and coherent? Does it make sense to them? Are there any weaknesses in the ideas or the connections among them? Use the space below to capture any feedback you receive.

As you think about what worked and what didn’t, it is a great idea to capture your insights in a leadership journal. That way, you can periodically review what you have learned and detect the patterns. The fact is, most leaders struggle with the same problems over and over again throughout their careers, and it takes a concerted effort to break the pattern. Seeing the problem in black and white can help you find the discipline to do something about it.
Final Activity: Action Planning

Now is the time to get moving. Everything in today’s broadcast supports the need to take action and start implementing the lessons shared. Picture yourself six months from now. You’re reflecting with a sense of pride and satisfaction on how you are creating TouchPoints out of ordinary interactions. You are a leader who takes every opportunity to make powerful connections with your people. What have you done to master the TouchPoint and motivate those around you to greater achievements? How will your mastery of the TouchPoint essentials — your head, your heart, and your hands — inspire those around you to adopt a bias for action, gain influence, and get the job done?

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Back to the present. With the above goal set for six months from now, what intermediary steps do you need to take to reach that goal?

- What do you need to do within three months?
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________________________________________________________________________
________________________________________________________________________

- What do you need to do by the end of this month?
  _______________________________________________________________________
________________________________________________________________________
________________________________________________________________________

- What do you need to do by the end of this week?
  _______________________________________________________________________
________________________________________________________________________
________________________________________________________________________

- What do you need to do tomorrow?
  _______________________________________________________________________
________________________________________________________________________
________________________________________________________________________

Visions and strategies are merely promises. The job of a leader is to translate those promises into real, on-the-ground performance. But how do you take abstract concepts and ground them in reality? How do you take inanimate bullet points and infuse them with life? You do it one TouchPoint at a time.

Doug Conant
TouchPoints
pg. 145 and 146
Materials Written by Doug Conant

Books


Website

You may also benefit from visiting the following website associated with Doug Conant:

- [http://conantleadership.com/](http://conantleadership.com/)
Question Sheet

Use this form to write your discussion question for Doug Conant. Please write legibly.

Name (optional):

________________________________________________________

Organization:

________________________________________________________

Location:

________________________________________________________

Your question (25 words or fewer):

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

Email: leadership2012@linkageinc.com

Twitter: Use the hash tag #LinkageInc
Broadcast Evaluation Form

We invite your feedback on this presentation: TouchPoints: Creating Powerful Leadership Connections in the Smallest of Moments. Please return this completed form to your site coordinator or fax it to 781-402-5556.

NAME __________________________________ TITLE ________________________________

ORGANIZATION ____________________________________________________________

Please indicate functional area (only check one):
 Finance   Human Resources/Organizational Development   Manufacturing/Operations
 Marketing   R&D   Sales   Other (specify) ______________________________________

How many people do you have reporting to you (include all levels)?  Number: ___________

Please indicate your job level (only check one):
 President or Officer   Vice President   Director   Manager/Supervisor   Individual Contributor

1) Please indicate a rating for each of the statements below by checking the appropriate box.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Somewhat Disagree</th>
<th>Somewhat Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>The length of the presentation was ideal.</td>
<td></td>
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<tr>
<td>As a result of participating in this program, I will be more effective in my role.</td>
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<td>The participant materials were useful.</td>
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<td>The Q&amp;A session was valuable.</td>
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2) Please give a general overall comment about the program: ____________________________

3) How can we improve these broadcasts? ____________________________

4) May we use these comments for promotional purposes (including name and org.)?  Y  N

5) On a scale of 1-10 (10 = Outstanding), how would you rate this session?  Rating: ________

6) From the Linkage Thought Leader Series lineup, which speakers are you most excited to see? (Please rate your top three, “1” being most excited.)

___ Doug Conant      ___ Robert Knowling      ___ Walter Isaacson     ___ Mark Samuel
___ Stephen Shapiro  ___ Linda Hill          ___ Admiral Eric Olson  ___ Sylvia Hewlett

7) For future lineups, which speakers would you be most interested in seeing? (Please rate your top five, “1” being most interested.)

___ Ram Charan       ___ Chip Conley         ___ Hillary Clinton     Other:____________________
___ Indra Nooyi      ___ Robert Gibbs       ___ Patrick Lencioni   ___ Admiral Eric Olson  ___ Sylvia Hewlett
___ Tim Sanders      ___ Debra Lee          ___ Mark Zuckerberg     ___ Other:____________________

8) Which types of speakers are you most interested in seeing? (Please rate your top two.)

___ Former C-Level Executives   ___ Thought Leaders/Management Gurus
___ Political Leaders           ___ Athletic Leaders/Coaches
___ Military Leaders            ___ Other:____________________