

# H2H: Head & Heart Balanced Leadership

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# Jeremy McCarthy

- Vice Chairman Board of Directors - ISPA
- Four Seasons Hotels and Resorts – 14 Years
- La Costa Resort and Spa – 3 Years
- Director of Spa Marketing & Development – Starwood Hotels and Resorts – 2.5 Years
- Global development of “Heavenly Spa” brand for Westin Hotels
- Author of Book “Become a Spa Owner”
- Columnist “Organic Spa Magazine”
- Studying Applied Positive Psychology at University of Pennsylvania

# A Great Session Ahead

## Purpose:

- To share strategies for building a balanced head & heart organization and leadership orientation.

## Process:

- Two Speakers and Q&A
- Jeremy: Leadership Strategies
- Lori: Human Resources Strategies

# Let's Start with You

## Head versus Heart

### HEAD

- One-Dimension – Mind
- Conscious
- Rational
- Objective
- Logical & Analytical
- Thought-Based Approach
- Future
- Black & White

### HEART

- Multi-Dimensional
- Subconscious
- Emotional
- Subjective
- Intuitive
- Gut-Feeling, Perceptive
- Present
- Grey

# Are you Balanced?

- What aspects are forefront?
- Is your orientation in alignment with your company?
- Are you aware of your biases?
- Where/When/How does your strength become a weakness when overused?
- Is your position matched to your orientation?

# How do you make Important Decisions?

- Methodical or Gut?
- Slow or Fast?
- Singularly or with Others?
- Examine afterwards?
- Using your Head primarily? Or your Heart?
- How does your team make decisions?
- Does your process match or disconnect?

# Are your Associates Engaged?

Workplace engagement US

- 31% fully engaged
- 52% not engaged
- 17% actively disengaged

Gallup poll 2006

# Jobs, Careers and Callings

Jobs: Material benefits from work

'My primary reason for working is financial – to support my family and lifestyle.'

Careers: Advancement in occupation

'I expect to be in a higher level job in five years.'

Callings: Fulfillment from work itself

'My work makes the world a better place.'

Source: Amy Wrzesniewski, New York University

# Head and Heart Leadership

Heart

- Emotion
- Passion

Head

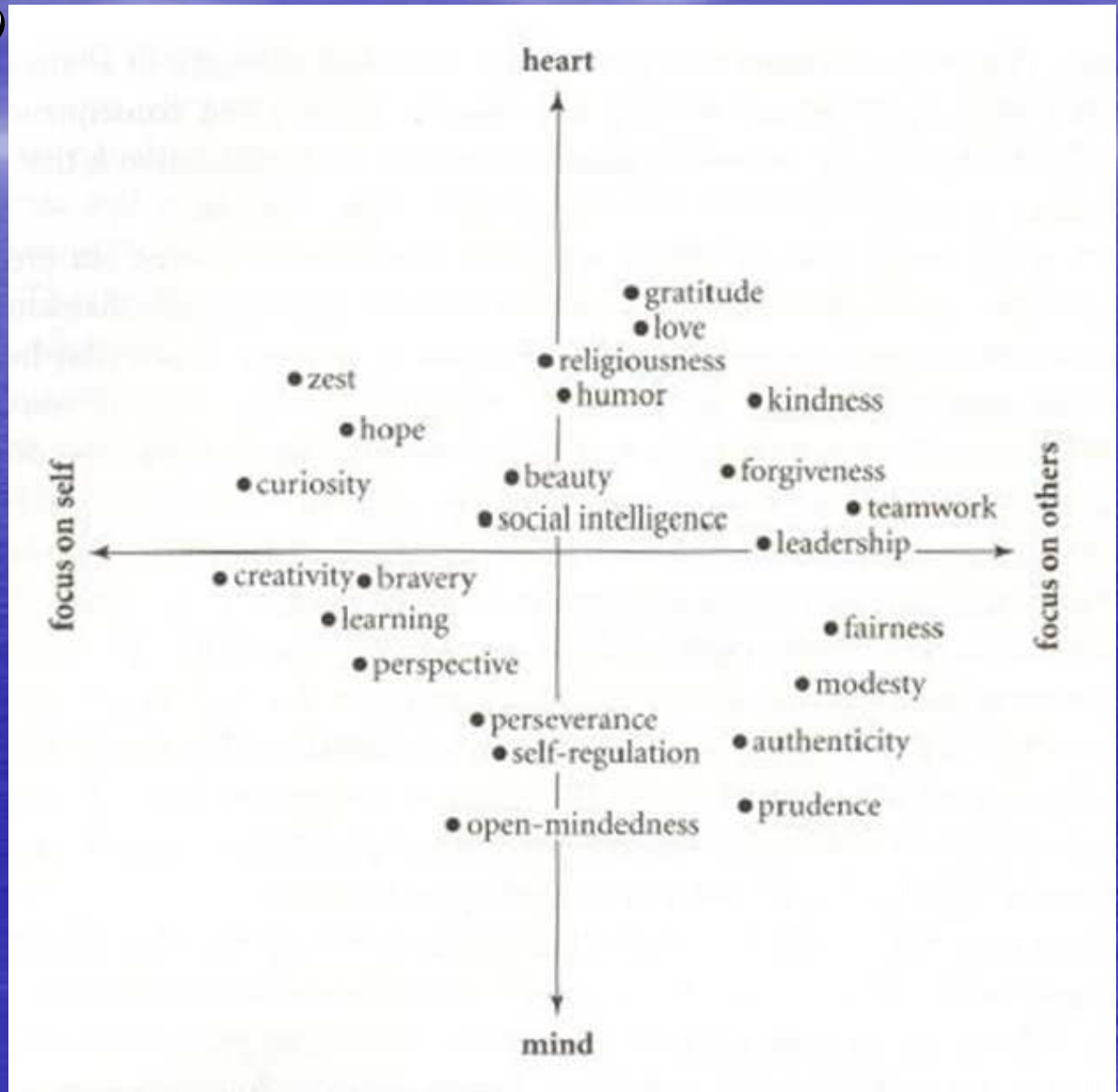
- Business sense
- Communication

Strengths

# What are your Signature Strengths?

Peterson, C. (2006). A primer in positive psychology. New York: Oxford University Press

Strengths Test:  
[authentichappiness.org](http://authentichappiness.org)



# How do you use your strengths?

The five most common signature strengths and their frequencies as such are:

1. Curiosity – 43%
2. Love – 37%
3. Fairness – 37%
4. Judgment & Open-Mindedness – 34%
5. Kindness – 32%

Source: [www.viacharacter.org](http://www.viacharacter.org)

# Does your Team look like you?

- Breadth leads to depth
  - Assess your team
  - Where do you need to go? What would balance out the H&H?
- Diversity will be your strength
- Cross Training - learn, learn, learn

# What is your Mission Statement?

- How often do you talk about it?
- The one word mission statement
- Could be two words/ideas (Southwest) but strip down to the basics
- Cultural branding

# What's in it for them?

- What's your contract with your employees?
- Quid pro quo
- Loyalty versus ambition

# Who's on your Team?

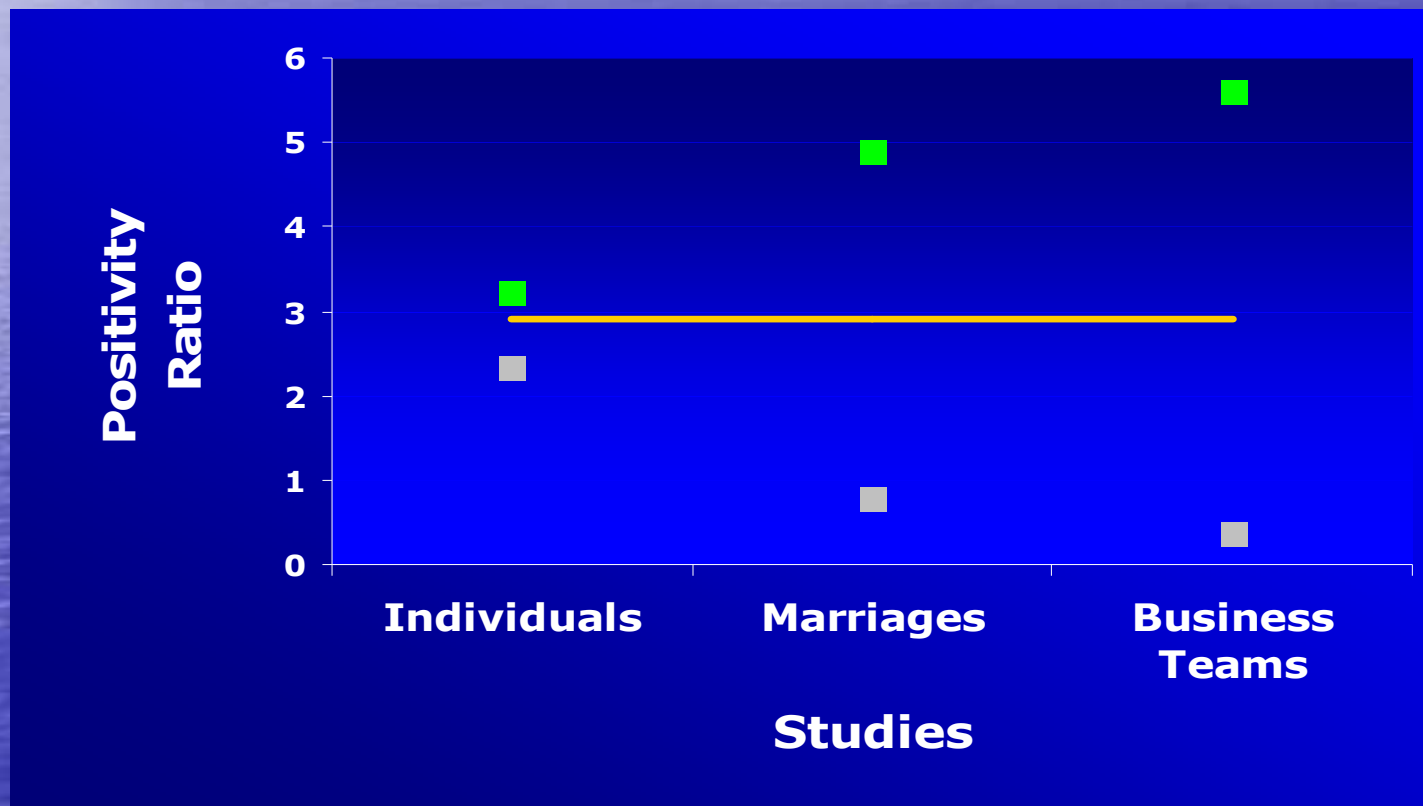
- Sally Superstar
- Negative Nora
  - Negative meetings
- Apathetic Andy

# Positive to Negative Ratios (Losada, 1999)

- Observed 60 business teams
  - High Performance (n = 15)
  - Medium Performance (n = 26)
  - Low Performance (n = 19)
- Coded all speech acts
  - Positive-Negative
  - Inquiry-Advocacy
  - Self-Other
- Created a nonlinear dynamics model of observed interactions

# The Losada Line

Pos : Neg = 2.9 : 1



Fredrickson & Losada (2005). *American Psychologist*, 60, 678-686.

# Appreciative Inquiry

from A Positive Revolution in Change: Appreciative Inquiry by David L. Cooperrider and Diana Whitney.

***Ap-pre'ci-ate***, v., 1. *valuing; the act of recognizing the best in people or the world around us; affirming past and present strengths, successes, and potentials; to perceive those things that give life (health, vitality, excellence) to living systems* 2. *to increase in value, e.g. the economy has appreciated in value. Synonyms: VALUING, PRIZING, ESTEEMING, and HONORING.*

***In-quire'*** (kwir), v., 1. *the act of exploration and discovery.* 2. *To ask questions; to be open to seeing new potentials and possibilities. Synonyms: DISCOVERY, SEARCH, and SYSTEMATIC EXPLORATION, STUDY.*

# Appreciative Inquiry

## --four principles

- An unquestionable commitment to front line employees
- A willingness to invite and innovate new forms of collaboration
- A “storytelling” narrative model of organization culture
- A commitment to AI as an organization wide integrative change process

# Appreciative Inquiry --four findings

- Power of liberation
- Power of the positive question
- Power of discourse centered change
- Power of focus on the organization

Source: Whitney, D., Cooperrider, D. L., Garrison, M. E., Moore, J. P. (1999, Dec 27). **Appreciative Inquiry and Culture Change at GTE.**

# What are your Communication Channels?

- The therapist in the box
- Communicate everything/everything communicates

# What's your Role?

- How does enforcement impact engagement?
- Head/Heart balance does not mean being a nice guy.
  - Discipline
  - Negativity bias
  - Rehires

# Aristotelian Virtue

- Ethos – habits of choosing actions and emotions that constitute the relative mean between two vices as determined by reason.

# Where Does your Company Align?

## HEAD

- Show & Communicate Financial Results
- Communicate & Measure Standards Objectively
- Handbook, Orientation Program, Standards of Conduct detailed
- Logical Hiring & Dismissing Processes

## HEART

- Recognize People's Work
- Multiple Award & Recognition Programs
- Show Respect & Dignity for all people and all positions
- FUN Work Atmosphere
- Give Back

# Your Most Important Assets ... are Your Best People.

- 6.5% unemployment in US – highest in 14 years
- Security – Uncertainty – Private Lives
- Open Book Management - Measure to Improve
- Compensation System – Not politics, tenure – accountable specific goals
- Right Sizing – Roles needed? Structured approach
- Job Sharing – State Benefits – Cross Training
- Minimize Legal Risk

# Does Your Interviewing Program Identify the Best Staff?

- STAR: Situation; Task; Action; Result
- Knowledge of Personal Brand & Talents
- Objective Accomplishments Knowledge

# Typical Behavioral Questions

- Give an example of a situation you were involved in that resulted in a positive outcome.
- Describe a situation in which you were able to use persuasion to successfully convince someone to see things your way.
- Give me a specific example of a time when you used good judgment and logic in solving a problem.

# More Questions ....

- By providing examples, convince me that you can adapt to a wide variety of people, situations and environments.
- Give me a specific occasion in which you conformed to a policy with which you did not agree.
- Tell me about a time when you went above and beyond the call of duty.

# And More ...

- Describe an instance when you had to think on your feet to extricate yourself from a difficult situation.
- Provide me a specific example when you had to use written communication skills to get an important point across.
- Tell me when you had to conform to a policy with which you did not agree.

# Do your HR programs seek the Unvarnished Truth?

- Atmosphere of Trust & Transparency?
- What happens to the Messenger?
- Are you in Denial?
- People Hear what they Want to Hear
- Surveys , Suggestion Boxes, Evaluations, Focus Groups, Role Switching, Quizzes
- 360 Degree Performance Evaluations

# Recognition

- In a survey of 10,000 employees from the 1,000 largest companies, 40% of workers cited “lack of recognition” as a key reason for leaving a job.\*

\*Fast Company Magazine October 2008

# Recognition & Awards

- Success Emphasis
- Public Delivery
- Personal & Honest
- Tailor to People Involved
- Timing is Crucial
- Recognize Recognition

# Recognition & Rewards

- Appreciate something about each person.
- Recognize each person for some act.
- Let staff develop rewards & execute them.
- Change rewards frequently.
- Present paycheck with a Thank You.
- Write personal notes – You're a Star!

# Do You Communicate from your Heart?

- Manager Impact
- Tone/Body Language/Facial Expressions
- You statements versus please let me ...
- Interrupting & Negativity – Actually ...
- My Staff versus Our Staff –We/Together
- Feelings remembered longer than words
- Does your Time match your activities?

# Constructive Action Plan

- Factual events, Behaviors observed
- Written in First Person
- Honest & Fair
- Detailed
- Support
- Follow-up
- Celebrate Focus & Change

# Do you Dismiss People with Cool Head & Warm Heart?


- Separate Actions from Person
- Discipline on Facts – Be Objective
- Environment
- Communicating

# Does Your Company Give Back?

- Meaning leads to engagement
- People worse off than you
- Being Part of something bigger
- Being Part of the solution
- Unleashing commitment & energy
- Green & Sustainable
- Not-for-Profit Partner

# **Demand the Best!**

- There is no machine, product or service more excellent than people. Expect the Best. Demand the Best. Start with Yourself.



**Ask us Questions!**