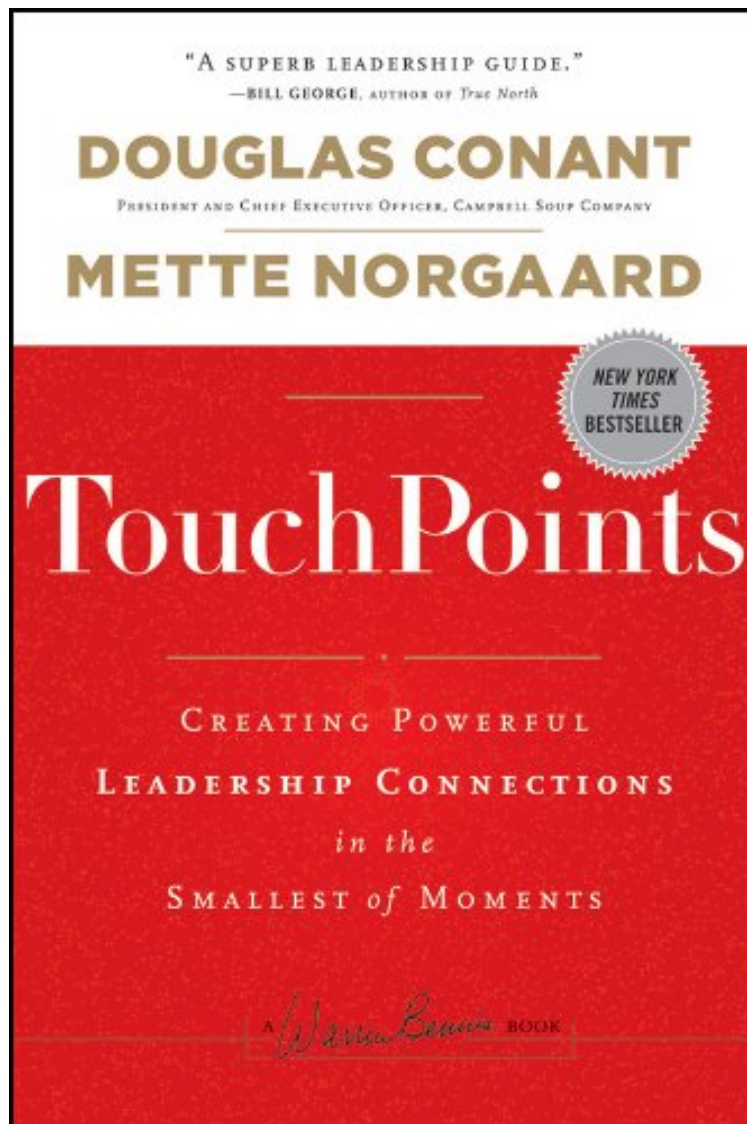


[Read ebook] TouchPoints: Creating Powerful Leadership Connections in the Smallest of Moments (J-B Warren Bennis Series)

TouchPoints: Creating Powerful Leadership Connections in the Smallest of Moments (J-B Warren Bennis Series)

Douglas R. Conant, Mette Norgaard
ePub | *DOC | audiobook | ebooks | Download PDF



#451297 in eBooks 2011-04-12 2011-04-12 File Name: B004X75V6O | File size: 33.Mb

Douglas R. Conant, Mette Norgaard : TouchPoints: Creating Powerful Leadership Connections in the Smallest of Moments (J-B Warren Bennis Series) before purchasing it in order to gage whether or not it would be worth my time, and all praised TouchPoints: Creating Powerful Leadership Connections in the Smallest of Moments (J-B Warren Bennis Series):

2 of 2 people found the following review helpful. Making the Most of Those Moments of TruthBy Rodger Dean

Duncan, author of CHANGE-friendly LEADERSHIP: How to Transform Good Intentions into Great Performance. At one time or another, every leader in most every organization has struggled with balancing the important with the urgent. You're working on a critical report and someone interrupts with a question. You can be annoyed by the intrusion or you can see it as an opportunity to engage in a meaningful way. You're trying to stay on the tight agenda during a meeting and a colleague seems to get off topic. You can insist on lock-step adherence to the agenda, or you can treat the tangent as a possible path to a breakthrough. These and hundreds of other moments of truth in a typical day are TouchPoints - a chance to connect with other people in ways that build trust, strengthen communication, and enhance collaboration. There's absolutely no psychobabble or business speak in this book. TouchPoints, by retired Campbell Soup CEO Doug Conant and consultant Mette Norgaard, is elegant in its simplicity. It lays out commonsense steps to bringing magic to the moment of interaction with others. These TouchPoints are often brief and seemingly inconsequential, maybe as fleeting as a hallway conversation. But they can make all the difference in encouraging people, challenging them to think differently, conveying respect, and as multitude of other things that create a high performing work environment. I'm especially fond of the TouchPoint Triad: Listen, Frame, Advance. Asking questions primes the pump and gets things started. Careful listening helps you clarify how you can be helpful. Framing the issue helps create common ground from which to launch meaningful dialogue. This is a fine book, rich with helpful guidance on developing a leadership style that brings out the best in yourself and in the people important to your success. 0 of 0 people found the following review helpful. TouchPoints Leadership By Rengen Li In TouchPoints, the authors (Doug Conant and Mette Norgaard) articulate that leadership takes place in the moment to moment interactions with people, and they explain how you can master the art of managing these touchpoints. First, they explain that each touchpoint involves you (the leader), the people, and the issue and that leadership is how you manage that interaction. Second, the authors build the foundation of touchpoint leadership through discussions on how to use your head, heart, and hands to clarify your own leadership model, clarify the principles you live and lead by, and to commit yourself to lead. Lastly, everything is put together to introduce the process or framework of managing these touchpoints - through listening intently, helping frame the issue, and advancing the agenda to build commitment. It is critical for the leader to ask "How can I help" and to follow up. Though some would say that the book does not introduce many revolutionary new ideas, I would argue that for many, these authors have de-mystified leadership and remind us all what leadership is all about. The essence of leadership is not about sitting in your office or meetings to give directions, rather it is about leveraging these small moments of interactions to influence others and to lift them to the hill's top. There are many things that I love about this book. It is an easy read. The metaphors such as head, heart and hands, and traffic lights (in listening for the energy or emotions) are very helpful and illustrative. The many stories, particularly, Conant's experience at Campbell Soup, are very inspirational and very effective in highlighting and illustrating the points. Campbell's leadership model and the process for an individual leader to develop her or his own model are all very interesting. The concept and process are practical for they have been practiced and proven effective. Highly recommended. 0 of 0 people found the following review helpful. An enabler of exercising effective leadership. By Jorge Lara I've been recommending this book to team leaders and their teams. Especially as part of a workshop on Situational Leadership(r): Building Leaders. Situational Leadership provides the model to lead others as THEY need to be led, depending on their Performance Readiness(r) and the specific task they are dealing with. Thus, for a leader to influence effectively across his team and having people dealing with various tasks and doing so at different Readiness levels, one must look at this multitude of small moments not as nuisances but rather as opportunities to make things happen, to develop people. This is where TouchPoints comes in. TouchPoints is an enabler of your leadership model. You will soon have all members of your team "hunting" opportunities to have a TouchPoint with someone who needs to advance their performance.

A fresh, effective, and enduring way to lead—starting with your next interaction Most leaders feel the inevitable interruptions in their jam-packed days are troublesome. But in TouchPoints, Conant and Norgaard argue that these—and every point of contact with other people—are overlooked opportunities for leaders to increase their impact and promote their organization's strategy and values. Through previously untold stories from Conant's tenure as CEO of Campbell Soup Company and Norgaard's vast consulting experience, the authors show that a leader's impact and legacy are built through hundreds, even thousands, of interactive moments in time. The good news is that anyone can develop "TouchPoint" mastery by focusing on three essential components: head, heart, and hands. TouchPoints speaks to the theory and craft of leadership, promoting a balanced presence of rational, authentic, active, and wise leadership practices. Leadership mastery in the smallest and otherwise ordinary moments can transform aimless activity in individuals and entropy in organizations into focused energy—one magical moment at a time.