

# ASTD 2011 Orlando Florida

## Knowledge harvest 2

### **TouchPoints: Transforming everyday interactions into powerful leadership moments**

**Presented by Doug Conant and Mette Norgaard**

Doug Conant is the Current CEO for Campbell Company. Campbell is a top 500 company and one of the world's largest food retailers. Conant has transformed Campbell to be a top performing organization with best practices on employee engagement.

Mette Noorgaard partners with top executives from around the world to design leadership and learning solutions that bring corporate strategy to life.

Together they wrote a book called TouchPoints. They share insights on the importance for leaders to create moments where they "touch" people- **"the action lies in the interaction"**

#### **Some key notes from this session...**

##### **Conant shared 3 key lessons on his role as CEO**

- 1 "I've learned that it takes fierce resolve to transform a large, complex global corporate culture.
2. " Many troubled corporate cultures have experienced years of decay, and it generally takes them years of hard work to again reach a higher level of performance"
3. "To do the job right, you have to be tough with standards of performance and tender with people. In my experience, to maintain a high performance model, you must genuinely engage employees in a manner that makes them feel valued for their efforts. Hence TouchPoints...In my opinion great leaders fully embrace both these notions"

**Norgaard confirmed this** by saying "I don't expect tough leaders to "dial down" on their expectations for high standards and outcomes. Instead they should be taught to "dial up" their capacity for building high-trust relationships with employees and stakeholders " It is important to think **both performance and people, results and relationships, clarity and commitment!**

#### **What is a TouchPoint?**

It is a powerful leadership connection. An opportunity as a leader to connect with someone on a particular issue. Ultimately you are better connected because of that moment. The leader should create an opportunity for uninterrupted time to achieve this.

Any issue is not a TouchPoint. It could be a positive or a negative issue. It may be a discussion on missing a deadline, it may be confirming support and thanking someone authentically for a job well done... **TouchPoints are about gaining commitment**

**Doug says the following about touchpoints** “Everyday is spring-loaded with possibilities for **touchpoints**. I don’t think about interactions as interruptions, I see them as opportunities to touch someone and create a better understanding”

**“Leaders should get commitment not compliance”**

Doug is personally involved for instance at the Cambell Leadership School and co-facilitates some of the sessions. He is convinced that this provides him with opportunities for TouchPoints. He personally writes thank you notes to people on a daily basis.

**Mette said that the following is needed for leaders to invest in TouchPoints”**

1. Leaders should deliberately make themselves more approachable
2. Leaders must aspire and believe that they want to become better at connecting with their people

**Touch points**

**The essentials of a TouchPoint lie in the ability to use**

- |              |                                       |            |
|--------------|---------------------------------------|------------|
| 1. The head  | a logical model to help others        | Inquiring  |
| 2. The heart | authentic effort to better understand | Reflection |
| 3. The hands | competence is key                     | Practice   |

Norgaard said **“You must have the head, the heart and the hands to master the touch”**

This Knowledge Harvest was prepared by Niel Steinmann for PDD

**Acknowledgment to Doug Conant and Mette Norgaard**