

"A SUPERB LEADERSHIP GUIDE."

—BILL GEORGE, AUTHOR OF *True North*

DOUGLAS CONANT

PRESIDENT AND CHIEF EXECUTIVE OFFICER, CAMPBELL SOUP COMPANY

METTE NORGAARD

TouchPoints

CREATING POWERFUL
LEADERSHIP CONNECTIONS
in the
SMALLEST of MOMENTS

A *Warr Bennis* BOOK

More Praise for *TouchPoints*

“In this day and age, it’s easy to assume that all leadership concepts have been discovered and written about. Then along comes *TouchPoints*, with an idea as simple as it is powerful: interactions with people matter, and you can become a much better leader by taking advantage of these opportunities. I’m putting this to work Monday morning.”

— Jon Spector, CEO, The Conference Board

“Tremendous! Conant and Norgaard have written a masterpiece on leadership. Simultaneously filled with profound wisdom and practical application, this book demonstrates how our moment-to-moment interactions with others are really opportunities to listen, learn, teach, and understand the pulse of our people and organization. This remarkable book will forever change how we view the work of leadership.”

— Stephen M. R. Covey, Author of *The New York Times*
and #1 *Wall Street Journal* best-selling book,
The Speed of Trust

“Thinking about leadership as managing an ongoing series of TouchPoints is a fascinating concept. What you once considered to be interruptions will be appreciated as the serious stuff of business, to be managed and used every day.”

— Shelly Lazarus, Chairman, Ogilvy & Mather Worldwide

“*TouchPoints* is a glorious gem of a book about the real work of leaders—the daily, in-the-moment, right-now actions that bring mastery to every interaction. Conant and Norgaard write with ease and elegance, presenting a powerful and positive message about how the smallest actions can have the biggest impact. *TouchPoints* is packed with practical tips on how you can use your head, hands, and heart to more fully engage those you lead. It’s a book you’ll want to savor, use, and reuse.”

— Jim Kouzes, coauthor of the best-selling *The Leadership Challenge*; Dean’s Executive Professor of Leadership,
Leavey School of Business

“Walk every shift on the factory floor—you will learn more from that than what you read in the productivity reports. Make yourself available 24/7 and care about people, they are the business. This book is all about effective leadership, and effective leadership is what drives shareowner value and career progression. It’s a read for all.”

— Bill Perez, former President and CEO, Nike

“Some CEOs chafe at being held to account for the performance of vast pools of employees far from their immediate contact. *TouchPoints* closes the gap between leader initiative and empowered work groups by looking at how leaders can learn from team members, inform constituents of new directions, and inspire greatness by leveraging a rich portfolio of direct personal interventions throughout their enterprise. Doug and Mette draw upon their compelling firsthand experiences for vivid, persuasive demonstrations of just how to do it.”

— Jeffrey Sonnenfeld,
Senior Associate Dean for Executive Programs,
Lester Crown Professor of Management Practice,
Yale School of Management

“*TouchPoints* is both simple and profound. How can you lead more effectively in the face of every day hurdles? By leaning into every encounter with new intention and skill. Equip yourself by reading this book.”

— Anne Mulcahy, former Chairwoman
and CEO of Xerox

“Conant and Norgaard have captured the essence of great leadership by emphasizing the importance of what happens every day in both formal and informal interactions. All too often, leaders fall short of their potential because they focus more on time efficiency than personal impact. This book will convince you that the latter is what matters most—and can help you make it happen.”

— Jon Katzenbach, Senior Partner,
Katzenbach Center at Booz & Company

“It is clear that the successful companies in East Asia are conscious of the ideas so clearly expressed in *TouchPoints*. Asian business leaders now have a book that they can give to the members of their organizations—particularly to those who will be taking over from the ‘founders.’”

— Wash SyCip, Founder, SGV Group

“*TouchPoints* is a guide to bringing the humanity back into leadership and turning those constant interruptions into pockets of leadership development gold. It will help you become a better leader and a better person.”

— Alvin Rohrs, President and CEO,
Students in Free Enterprise Worldwide (SIFE)

“The authors outline a masterful plan for conquering the hard work of leadership. Step by step, they reveal what it takes to remain connected to a true sense of purpose while facing the everyday struggle of leading.”

— Alan Hassenfeld, Chairman of the
Executive Committee, Hasbro, Inc.

“*TouchPoints* is an outstanding primer on the keystone concepts of making leadership much more effective in any situation. Given today’s nonstop pace, these techniques and concepts are in fact essential for anyone. A must-read for the top of every leader’s list.”

— Colonel Daniel K. Fetzer (USAF Retired), former Chief of
Nuclear, Biological and Chemical Warfare Defense for U.S.
CENTCOM under General Norman Schwarzkopf

“Effective leaders know how to blend technology and people to advance their organization’s mission and impact. This book provides insightful counsel on mastering the art of the strategic human touch.”

— Sally Blount, Dean, Kellogg School of Management
at Northwestern University

“*TouchPoints* has it right. Every interaction, every choice, no matter how small, is an opportunity to demonstrate leadership. From the board table to the kitchen table, true leadership is a 24/7 job.”

— Marilyn Carlson Nelson, Chairman, Carlson;
author of *How We Lead Matters*

“Nowhere have I read a more compelling case for skill-building for seasoned and emerging leaders. Drawing on their own real-world experiences and lessons learned by others, Norgaard and Conant will inspire you to lead with more intention, confidence, and influence. I invite you to start mastering your touchpoints today—with that seemingly simple question, ‘How can I help?’”

— Dr. Johnnetta Betsch Cole, President Emerita of Spelman
College and Bennett College for Women

“Doug Conant’s deep understanding of business, leadership and people all come together in *TouchPoints*. With Mette Norgaard, he provides an excellent guide for driving results through the skilled use of personal interactions.”

— James M. Kilts, former Chairman and CEO,
The Gillette Company

“This book carries a great message: Set high standards, and encourage your people to achieve those standards using a new connective, powerful approach. It all starts with the authors’ seemingly small question, “How can I help?” Like me, you’ll find that when you ask it, you’ll get more information, more useful problem solving, and more personal rewards. Let there be more touchpoints, and leaders who touchpoint!”

— Henrietta Holsman Fore,
former Administrator of United States
Agency for International Development (USAID)

“*TouchPoints* treats the intersection between leadership and interactions in a new, innovative way. Throughout his impressive career, Doug Conant has driven results and culture by adhering to a set of core values. He and Mette Norgaard offer an impatient call to action and lessons to learn for all leaders and aspiring leaders”

— Charles H. Moore, Executive Director,
Committee Encouraging Corporate Philanthropy

“Great books on leadership can be inspirational or instructive in a highly practical way. *TouchPoints* is both, and enormously entertaining to boot. If you aspire to have a highly positive impact on any kind of organization, you must buy this book.”

— Jeffrey E. Garten, Professor and former Dean,
Yale School of Management

“*TouchPoints* is a vivid reminder that leadership is a 24/7 role. Every human contact is an opportunity for leadership. This book is required reading for current and aspiring leaders. It will make you rethink how to approach the most demanding role of the CEO.”

—Carlos Gutierrez, former Secretary of Commerce;
former Chairman and CEO, Kellogg Company

“Leadership at the top is tough, and getting it right really matters. Every leader today struggles with the question, ‘How can I have more impact in the midst of increasing demands and uncertainties?’ As Conant and Norgaard know, you do it by managing your touchpoints well—moment upon moment, day upon day. Everyone who aspires to great and sustainable performance must master this discipline.”

— Saj-nicole Joni, confidential CEO advisor;
author of *The Right Fight*

“There are few opinions in the world I trust more than Doug Conant’s on the subject of real human development of colleagues. He and co-author Mette Norgaard have delivered an inspired book that will aid in your personal success.”

— Jim Clifton, Chairman and CEO, Gallup

“Conant and Norgaard speak from the heart with passion and truth. *TouchPoints* can guide you on your first day on a new job and at the moment when you are made CEO. It’s about magic in every interaction. It’s about how to create motivation, provide guidance, marshal wisdom, and drive progress.”

— Michael Silverstein, Senior Partner and
Managing Director, The Boston Consulting Group

“Doug and Mette’s combination of leadership experience, real-life stories, and thoughtful insights make their book a real asset for leaders anywhere.”

— Brian Walker, CEO, Herman Miller

“Doug Conant is famous in the consumer food industry for transforming struggling companies like Nabisco and Campbell Soup into high functioning, high potential organizations. *TouchPoints*, which details Conant and Norgaard’s strategy of viewing daily interruptions as a leader’s opportunity to influence, inspire, and shape events, is a must-read for new and seasoned executives alike.”

— Alexandra Levit, syndicated business columnist;
author of *New Job, New You*

“Executives lead by example and their organizations watch what they do to see if their behavior is consistent with their words. Conant and Norgaard show how interactions with people can be effective leadership moments. Well worth reading from two outstanding people.”

— Harvey Golub, retired chairman and CEO, American Express

“In *TouchPoints*, Norgaard and Conant capture the essence of leadership. I have watched Doug Conant at work for a decade—he laid out his vision, strategies and plans, and he delivered exactly what it said on the Campbell’s can. I thought this was because he was a natural leader (he is), but it’s more intentional than that. He has figured out how to leverage every moment, every touchpoint, to make an enterprise soar.”

— Andrew Robertson, President & CEO,
BBDO Worldwide, Inc.

“You have about 1,672 TouchPoint opportunities per day. I If you seize just three magical moments in the way that Conant and Norgaard detail in this book, you’ll cause an exciting, positive change in your life, your family’s life, *and* your company’s future.”

— Debra Benton, author of *CEO Material:
How to Be a Leader in Any Organization*

“Today’s tech-driven world works at warp speed. How do some leaders still manage to move their agenda forward, when others barrel through their days but seem to go nowhere? This powerful new book lays out what we all can do to spend our ‘moments capital’ more wisely. Bottom line is, if you want more impact, today and forever, master your TouchPoints.”

— Charlene Li, best-selling author of
Groundswell and *Open Leadership*

“*TouchPoints* rightly reminds us that EVERY single interaction is the real work of leaders and the opportunity to raise performance now and next time.”

— Greg Page, CEO, Cargill Inc.

“*TouchPoints* captures the art and science of leading in the moment. It teaches practical lessons about discovering the tremendous value that’s right there in front of us, every day, in our basic human connections. Norgaard and Conant show leaders at all levels how to unleash the power of relationships to make good things happen in our super-saturated, interruptible world.”

— Stew Friedman, Practice Professor, The Wharton School;
author of the best-selling *Total Leadership:
Be a Better Leader, Have a Richer Life*

“Conant and Norgaard have it right: leadership is a daily practice. It comes from an ongoing commitment to people and to making every interaction count. Through its powerful stories and recommendations, *TouchPoints* shows how you can become a more effective, valued leader.”

— Sloan Gibson, President and CEO, USO

“Conant and Norgaard deliver fresh, clear-eyed advice on how you can start to deepen the commitment and performance of others, with one simple question to those around you. Remarkably actionable, *TouchPoints* deserves to be read by every member of the organization

from the most senior leaders to frontline personnel. It's must reading for yourself and your team today."

— Michael Beer, Cahners-Rabb Professor of Business Administration, Emeritus, at the Harvard Business School; Chairman of TruePoint

"Doug and Mette help us rediscover the missed opportunities for leadership found in the hustle and bustle of our everyday business lives. They provide insight into how to recognize these everyday moments and use them to inspire deeper engagement, reinforce company values, and move a strategy forward. *TouchPoints* will be useful for all business leaders."

— Dave Dillon, Chairman and CEO,
The Kroger Company

"Doug and Mette believe that if people are the engine of our success, we need to touch our people's hearts every day. *TouchPoints* is an inspiring, thoughtful, and engaging reminder that leaders are in the people business—the business of motivating people to deliver results."

— Charles P. Garcia, best-selling author of *Leadership Lessons of the White House Fellows*

"Conant and Norgaard have brought you good news: proven strategies for engaging your talent by unlocking the power of hundreds of latent leadership moments."

— Jane Hyun, executive coach, global leadership strategist,
and author of *Breaking the Bamboo Ceiling*

"In this bold new book, Conant and Norgaard lay out the strategies and tactics that we all must adopt to accommodate the forces around us and advance our agendas. I strongly recommend *TouchPoints* as your personal guidebook for effective leadership today."

— Pamela Bailey, President and CEO,
Grocery Manufacturers Association

"An essential read, *TouchPoints* will teach you how to transform everyday interactions and interruptions into opportunities to lead. Proven leaders in the business world, Conant and Norgaard reveal how you can take advantage of every moment—no matter how small—to assert influence and lead more effectively."

— Ilene H. Lang, President &
Chief Executive Officer, Catalyst

“I am in firm belief that we are on the verge of the humanization of business and brands, and what Doug and Mette are pointing to is an extremely important message to all leaders who will be executing in this new economy. If you are running a company today or thinking of ever running one, please read this book.”

— Gary Vaynerchuck, Cofounder of VaynerMedia;
author of *The Thank You Economy*

“In today’s fast-moving world, opportunities to make a difference can pass us by. Norgaard and Conant provide a powerful TouchPoints strategy to all of us who strive to transform daily interactions into opportunities for great leadership moments and meaningful connections with others.”

—Sara Mathew, Chairman & CEO, D&B

“Leadership, in any circumstance, is about making change happen. *TouchPoints* shows how to do this more effectively by simply leveraging your interactions with others, one by one. Do yourself a favor and read this powerful book.”

— Chris Gardner, business leader, philanthropist,
and author of *Pursuit of Happyness*

“Conant and Norgaard offer a fresh and enduring way to move forward with greater impact, starting with your next one-on-one encounter. *TouchPoints* opened my eyes to the potential for everyone to be a more accessible and action-oriented leader. This book will become required reading for my leadership team.”

— Barry Rand, CEO, AARP

“In *TouchPoints*, Campbell Soup’s extraordinary CEO Doug Conant and Mette Norgaard have created a superb leadership guide to empower people by leading in every interaction—up close and personal, hands on, and tough-minded, yet tender-hearted. You’ll learn an enormous amount about leadership if you let them mentor you through this remarkable book.”

— Bill George, Professor, Harvard Business School;
author of *True North*

TouchPoints

A handwritten signature in black ink that reads "Warren Bennis". The script is fluid and cursive, with the first letters of "Warren" and "Bennis" being capitalized and prominent. The signature is positioned above a horizontal line.

A WARREN BENNIS BOOK

This collection of books is devoted exclusively to new and exemplary contributions to management thought and practice. The books in this series are addressed to thoughtful leaders, executives, and managers of all organizations who are struggling with and committed to responsible change. My hope and goal is to spark new intellectual capital by sharing ideas positioned at an angle to conventional thought—in short, to publish books that disturb the present in the service of a better future.

Books in the Warren Bennis Signature Series

Branden	<i>Self-Esteem at Work</i>
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George	<i>Authentic Leadership</i>
George	<i>7 Lessons for Leading in Crisis</i>
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Kleiner	<i>The Age of Heretics</i>
Kohlrieser	<i>Hostage at the Table</i>
Lawrence	<i>Driven to Lead</i>
Lawrence, Nohria	<i>Driven</i>
Mitroff, Denton	<i>A Spiritual Audit of Corporate America</i>
Rhode	<i>Moral Leadership</i>
Riggio	<i>The Art of Followership</i>
Sample	<i>The Contrarian's Guide to Leadership</i>
Schein	<i>The Corporate Culture Survival Guide</i>
Townsend	<i>Up the Organization</i>
Zaffron, Logan	<i>The Three Laws of Performance</i>

TouchPoints

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CONNECTIONS IN THE SMALLEST
OF MOMENTS

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Douglas R. Conant
Mette Norgaard

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Editor's Note

It seems all too rare these days to encounter a leader who is able to fulfill his or her role in the truest sense of the word—to be both “tough-minded and tender-hearted” as Doug Conant and Mette Norgaard describe in this extraordinary book. And yet I know they are out there—and what is more, there are many, many others who, if they had the example, the inspiration, and the instruction, could master a leadership approach that is at once flexible, easy to understand, and, most important, effective.

Doug Conant, a “leader of leaders,” is the CEO of the Campbell Soup Company—a universally known brand that has encountered the same challenges of any large company of late; Mette Norgaard, a “teacher of leaders,” has been instrumental working with Doug and the larger leadership group at Campbell and in her own consulting beyond. They have come together to produce a book that

unpacks the very essence of what a true leader does day in and day out: with intention, he or she moves things forward in a series of interactions that are made up of moments. This notion is at once simple and profound, for when you think about how many instances are available to one who is willing to pay attention, who is willing to become self-aware, who is willing to simply say, “How can I help?” you realize the enormity of the opportunity—as well as the enormity of the effort. For though it may be “simple,” it is not easy. It requires a deep sense of humanity; of doing what it is right; of commitment; of daily, weekly, monthly, and yearly *practice*. What I love about the authors’ TouchPoints approach is that it makes clear sense, and it is proven! It points out that there are spaces in between where something is and what something might become—and that these moments are ours to seize. If we lead with this notion in mind, we have broken leadership down to its essence.

How to go about it effectively is the next obvious question—and here the authors can expertly guide you. Doug’s own experiences over the past ten years at Campbell are a virtual laboratory of how the TouchPoints approach, bit by bit, has made a clear impact. His stories here are priceless. Mette’s work with leaders of all stripes is also here, and shows us how various people in different professions around the world have successfully put the approach to use.

Editor's Note

As someone who continues to think about, write about, and learn about leadership, I was moved by this book. It reminds us that “leadership is not about *you*—it is about *them*,” and that leadership is both incredibly soft and unceasingly hard. Ultimately, it helps us understand how to open up the space that is needed to really advance issues. Yes, it is incredible work we commit to—to do it well and to do it to the best of our ability is likely the most challenging effort we can undertake. And the genius is that we will always have another opportunity to grow it and learn it, if we commit to it. Remember, these authors say, if you forget where to start, you can simply ask “How can I help?”

Warren Bennis
Santa Monica, California
February 2011