



Touchpoints
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A TouchPoint is any **interaction** where you can create **energy** and **direction** around something that **matters**.

Like money, TouchPoints are not inherently good or bad, what matters is how we use them. When you are centered and your intentions are clear, the connections are strong. Then, in even the smallest of moments, you can generate a little more clarity, a little more commitment, a little more confidence. When you are "off" center you create noise.

Today the volume of interactions is going up, the duration of each is going down, and the impact of handling them well or poorly can be exponential. Consequently, we need to lead in ever shorter spurts of interactions, and many more of them. We need to do so skillfully — live and online.

Reflection

YOUR ASPIRATION

In your career, was there a leader who saw your worth and potential more clearly than you saw it in yourself?

What specifically did this leader do to help you grow and to give the very best of yourself?

How might you help someone find their voice and their learning edge? How might you help them grow into their potential?

THE ANATOMY OF A TOUCHPOINT

TouchPoints come in many shapes and sizes: they may last 2 minutes, 2 hours, or 2 days; they may involve 2, 20, or 200 people. Yet each TouchPoint consists of the same three variables: a leader, one or more people, and an issue.

Sometimes people think that any conversation is a TouchPoint, but it's not! To be a TouchPoint there has to be a point to it: there has to be an issue. These may be tangible (e.g., performance targets) or intangible (e.g., team cohesion and trust).

What's interesting is that the leader in a TouchPoint is not the one with the fanciest resume or biggest budget; it's the one who behaves like a leader. That is, it's the person who brings great clarity to the issue and who genuinely cares about the people involved.



Reflection

COURAGE & CONSIDERATION

When faced with surprises or setbacks, what's your default? Do you focus first on performance or people, on results or relationships? Are you inclined to move decisively or to involve others?

In what ways does this pattern serve you well? How can you do better?

THE PHYSIOLOGY OF A TOUCHPOINT

The TouchPoint Triad begins with the mindset: "HOW CAN I HELP?"

LISTEN. Get clear about the issue (facts and opinions) and tune into the energy (red, yellow, green). What is the real issue? Remember, that while it's good to have a bias for action, it's a waste of time to solve the wrong problem.

FRAME. Shift from being receptive to directing attention. Frame the issue succinctly and ask: "Did I get this right?" "Did I miss anything?" The clearer you become, the sooner people are pointed in the same direction, and the faster you can move forward.

ADVANCE. Clarify the next steps, specific ways to advance the agenda. Progress is the secret weapon of high-performing leaders, because small daily wins fuel commitment.

Close the loop with, "HOW DID IT GO?"

This is not a check up, but a check in; a tangible way to show that you care. It's also a chance to learn when you as a leader hit the mark and how you can do better.

