

ANDREW TANI, SR.

amazon  
kindle

LEAD BY HEART

# TOUCH LIVES



## **Table Of Contents**

<b>How to Read This Book</b>	<b>5</b>
<b>Foreword</b>	<b>7</b>
<b>Preface</b>	<b>10</b>
<b>Introduction</b>	<b>12</b>
<b>SECTION 1   DIVE</b>	<b>14</b>
<b>Chapter 1   The Paradigm</b>	<b>15</b>
<b>Chapter 2   Idea Meritocracy</b>	<b>25</b>
<b>Chapter 3   Relationship Bar</b>	<b>37</b>
<b>Chapter 4   Stages</b>	<b>42</b>
<b>Chapter 5   Dictums</b>	<b>48</b>
<b>Chapter 6   Business Excellence</b>	<b>55</b>
<b>Chapter 7   The Work of a Team Member</b>	<b>62</b>
<b>Chapter 8   Manage by Head</b>	<b>68</b>
<b>Chapter 9   Lead by Heart</b>	<b>72</b>
<b>Chapter 9   Adaptation</b>	<b>83</b>
<b>Chapter 10   Heart</b>	<b>96</b>
<b>SECTION 2   DEEP DIVE</b>	<b>111</b>
<b>Chapter 11   Research</b>	<b>112</b>

<b>Chapter 12   Good Management Habits</b>	<b>118</b>
<b>Chapter 13   Good Leadership Habits</b>	<b>124</b>
<b>Chapter 14   Dialogue</b>	<b>130</b>
<b>Chapter 15   Team Meeting</b>	<b>138</b>
<b>Chapter 16   Delegating</b>	<b>147</b>
<b>Chapter 17   Appraising</b>	<b>152</b>
<b>Chapter 18   Perception</b>	<b>157</b>
<b>Chapter 19   Interaction</b>	<b>184</b>
<b>Chapter 20   Followership</b>	<b>194</b>
<b>Chapter 21   Mindset</b>	<b>202</b>
<b>Chapter 22   Human Condition</b>	<b>211</b>
<b>SECTION 3   LIFE TOUCHERS</b>	<b>217</b>
<b>Conclusion</b>	<b>229</b>
<b>Appendix A   Good Habits</b>	<b>233</b>
<b>Appendix B   Glossary</b>	<b>236</b>
<b>Acknowledgments</b>	<b>245</b>
<b>About the Author</b>	<b>246</b>

**To my father, Jesus Jacob Tani, for teaching me that  
knowledge does not occupy space.**

Copyright © 2022 by Andrew Tani, Sr.

All rights reserved. No part of this book may be used or reproduced in any manner whatsoever without the author's prior written consent, except as provided by the United States of America copyright law.

Published by iCoachChannel, Jakarta, Indonesia. Member of AndrewTani & Co.

iCC is a registered trademark, and the iCC colophon is a trademark of AndrewTani & Co.

Printed by Amazon Kindle

ISBN: 979-843-508-3934

LCCN: 1234567890

Cover and layout designs by iCC Design Team.

This publisher designed this publication to provide accurate and authoritative information about the subject matter covered. The publisher is not engaged in rendering legal, accounting, or other professional services in selling this book. Please seek the services of a competent professional person if legal advice or further expert assistance is required.

iCoachChannel is proud to be a part of the Tree Neutral® program. Tree Neutral offsets the number of trees consumed in the production and printing of this book by taking proactive steps such as planting trees in direct proportion to the number of trees used to print books. To learn more about Tree Neutral, please visit [www.treeneutral.com](http://www.treeneutral.com).

iCoachChannel is a publisher of business, self-improvement, and professional development books and online learning. We help entrepreneurs, business leaders, and professionals share their Stories, Passion, and Knowledge to help others Learn & Grow. Do you have a manuscript or book idea that you would like us to consider for publishing? Please visit [iccuniv.com](http://iccuniv.com) or call +62-21-576-3688.

## **How to Read This Book**

The only way to build a winning team is to touch people's lives, and to do it, lead by heart. That is the book's central idea.

The book has three sections. Each section corresponds to your preferred depth of study and available time. You may decide just to read only Dive, the first section. The other two, Dive Deeper and Life Touchers, are for enthusiasts. It is your call.

Section 1 explains the underlying leadership model, or thinking pattern, for touching lives that I created and field-tested. We continue to refine it after three decades.

Section 2 adds depth of study for the tireless learner.

Section 3 collects selected insights and stories written by learners who have applied the model. One of them could be yours.

Infographics will reinforce your learning. The chapters in the first section are short enough to satisfy the digital penchant for quick reads. All chapters end with a summary.

I included a style guide from our research on good management and leadership habits in Appendix A.

Appendix B is a glossary of terms used.

**The book contains the essential 10% of the online journey to winning teams on the iCoachChannel. Ninety percent comes from practicing dropping counterproductive habits and building proper management and leadership habits.**

**Read the book with a discussion partner—you will double the return on your investment and have more fun.**

**Join the online community of iLearners on the iCoachChannel, a growth experience platform that you can download from the Google Play Store or Apple Store.**

## Foreword

We first engaged Andrew Tani in 1989 at **PT Astra International**, Tbk. to head a research team on leadership practices and our corporate culture. Our revenues grew from US\$1 billion in 1988 to about US\$7 billion in 1996 partly from applying his findings.

We formed a force of more than 4,500 manager-leaders from 1989 to 1996. It became an indispensable part of the success formula that supported our exponential growth.

We still come to Andrew to seek his wisdom on people, culture, and organizational capabilities, which is at the heart of strategy execution. He is now helping the largest organizations in Indonesia transform to face their challenges and opportunities in a digital economy.

Andrew offers essential thinking grounded on a model called **Organizing for Business Excellence**. We have used it until now to shape, align and attune our organizations. The paradigm sees any organization as a socio-technical entity that needs people who apply the science of management and practice the art of leadership to achieve business excellence. He calls them manager-leaders.

Andrew's depth of understanding of the manager-leader's mindset is unique. His book gives a tour of the thoughts and emotions of people that every business needs.



Manager-leaders achieve excellent business results and build teams in harmony for lasting organizations. Corporate culture becomes a sustainable advantage for both competition and collaboration in a digital economy when CEOs deploy manager-leaders who strive for excellence in people and processes.

Andrew reinforced our belief in scientific management as the foundation of any organization. It is vital to enforce the critical management processes he prescribes for Plan-Coordinate-Do-Check-Act, or PCDCA, parallel work cycles. Their field research on human behavior is solid.

Successful entrepreneurs start their businesses by placing trusted people above orderliness. But when the business grows big enough, they need to recognize the value of the process. For the leadership model, Andrew used Sun Tzu's recipe for sustainable victory, cohesiveness underpinned by order and morale.

Andrew convinced us that manager-leaders are more valuable than managers for any business. He likes to quote Colin Powell, "Leadership is the art of accomplishing more than the science of management says is possible."

Finally, Andrew got it right when he explained three CEO mentalities. CEOs who are results-driven, process-forgotten have a trader's mentality. Process-driven, results-oriented CEO have an industrialist mentality. Corporate centers need CEOs who are vision-driven, capability-oriented.

We remember telling Andrew at one point that our progress in transforming Astra's corporate culture with his help had much to do with the "singer" and not the "song." After reading this book, we take that back. The concise yet deeply insightful explanation of the manager-leader in this book is as excellent as the singer.

Manager-leaders build winning families, winning teams, and winning organizations. CEOs who understand that can turn their corporate culture into a sustainable competitive advantage.

Learn the way of the manager-leader and share the mindset with your colleagues, your friends, and your children.

**Theodore P. Rachmat and Edwin Soeryadjaya**

## Preface

A silo is a structure for storing bulk materials, such as grain, coal, cement, carbon black, woodchips, food products, and sawdust. The very thick wall of a silo makes it difficult for elements to penetrate. People with a silo mentality do not share information, individually or in groups, and fail to communicate and interact well.

A silo mentality will dampen productivity and get in the way of business excellence. It is an illness of the organizational *ego-system* that needs serious handling.

The *ego-system's* imperfections cause skilled people to lack the energy or enthusiasm to achieve the best outcome, **organizational inertia**. Engineers and accountants describe the state of a system at lower than optimum performance due to imperfections as **sub-optimization**.

Zero inertia should be a universal management goal. Companies tolerate inertia because they can still be profitable despite the silo behavior. Allowing the situation to fester will slow you down and put your company at a competitive disadvantage.

**Agility** is the first victim of inertia. **Jeff Bezos**, the founder of the hugely successful **Amazon**, shares his wisdom, “In today’s era of volatility, there is no other way but to reinvent. The only sustainable advantage you can have over others is agility. That’s it. Because nothing else is sustainable, everything you create, somebody will replicate.”

You cannot afford not to be agile anymore.

If teams cannot eliminate the silo mentality, your company cannot achieve organizational agility. Problematic collaboration across functions and companies will weaken your ability to adapt quickly and flexibly.

You and your team can start getting rid of silo behavior immediately. Why start with you? Because an unbridled ego can become the ultimate silo. Do not let that ego be yours.

Whether you are a team’s leader or one of its members, understanding the dynamics of every work relationship will help to improve productivity and harmony. When other teams practice the same norms, the improved quality of collaboration will help build a winning organization.

If you are the team’s leader, become a manager-leader. Manage by head, lead by heart. Apply the mandates of a winning team. You will touch lives if you can.

You can tame the ego.

## **Introduction**

**This book can change your work life for the better.**

**It is a bold statement. But it is based on fact.**

**Use the book to learn the why, what, and how of building a winning team.**

**More than 50,000 managers have.**

**“The performance and quality of work relationships in my team have reached their highest level in my work history.” Those are the words of Fitri, a general manager at the country’s largest telco, after her 9-week journey to winning teams on the iCoachChannel.**

**Their testimonials attest to the book’s central idea that the only way to build a winning team is to touch people’s lives. And to do it, they learned to manage by head and lead by heart.**

**The journey starts with your work relationships when you decide to break free from your ego when its demands are irrelevant. The journey continues with honing your skills to enforce orderliness for process excellence and stoke morale for people excellence. And collaborate with other teams to improve productivity for business excellence.**

Nurturing meaningful relationships is a conscious decision you will make—and struggle with for the rest of your life. But you will make the trip to improve your effectiveness and reap worthy financial and emotional rewards.

Nguwongke-Ubuntu refers to the destination of your journey of growth. Nguwongke is rooted in the Indonesian, Ubuntu in the African cultures. Two of the oldest civilizations on the planet share a core belief that the root of peaceful coexistence is respect for our differences. Individuality is a blessing in life.

I joined the two words as a memory device. I hope that the weirdness of the sound of Nguwongke-Ubuntu will make it stick. And warn you that the destination will not be a familiar place.

Learn and practice a winning team's **five dictums or mandates**. A remarkable improvement in results and interacting and getting things done consistently well are two other hallmarks of a winning team. Round it off with a mindset that observes the values and practices the norms of your organization.

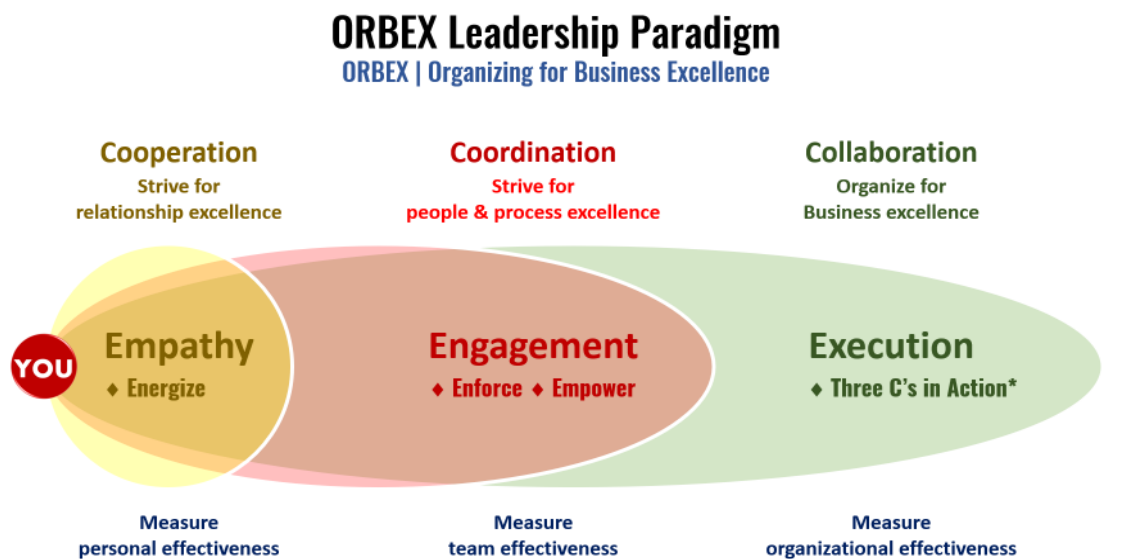
Your organization should aim for all teams to comply with the five mandates. An agility culture that champions teams over individual performance will evolve. Your organization will be ready for the opportunities and challenges of a digital economy, where you will need healthy doses of agile innovation *and* optimization to continue to win.

## **SECTION 1 | DIVE**

## Chapter 1 | The Paradigm

### Three Questions

To continue to win in a digital economy, your people will need to become digital talents with a new model for thinking about leadership, a new leadership paradigm.



©2022 AndrewTani, Sr. All rights reserved.

\*Cooperate Coordinate Collaborate

### Why?

The COVID-19 pandemic redefined, mandated, and accelerated the new workplace. We all need to learn to create value remotely in a network organization, collaborating with team members from multiple generations and separate locations.



**New hybrid work from home and office arrangements have made increasing productivity, creativity, and harmony even more difficult.**

**We face the digital economy's volatile, uncertain, complex, and ambiguous characteristics. We need higher mutual trust, cohesion, openness, and open-mindedness for in-person or virtual work. We must create value even when our team members do not work in the same building. Or even when they are in a different city or country.**

**We formulated a leadership paradigm for the new workplace based on decades of field research by answering three key questions.**

- **What is the corporate culture best suited for victory in a digital economy?**
- **What relationships do people at work need to nurture?**
- **What is the psychological climate that people need to nourish?**

## Corporate Culture

Corporate culture refers to the beliefs, values and habits shared by people at work that impact their ability to achieve organizational objectives.

What is the corporate culture best suited for victory in a digital economy? The answer is an agility culture that prefers building great teams rather than great talents to drive performance. We call it a winning team culture. Michael Jordan said it best: “Talent wins games, but teamwork and intelligence win championships.”

The former CEO of Astra International ascribed their **phenomenal growth** to an initiative called the three *w*'s. That call name refers to the three *w*'s: *winning concept*, *winning organization*, and *winning team*.

The *winning concept* prescribed the strategy underlying a business model. The *winning organization* to execute strategy specified the structures and systems that compose an operating model. And the *winning team* mandated the Astra way of man-management, formulated during our engagement.

It is interesting to point out that talent was not among the three *w*'s. At Astra, we discovered that team performance creates more value than individual performance. Companies can hire the best talents fresh out of college or afterwards. The real problem is getting them to work as a team.

Many companies exalt teamwork as a core value. But if you probe and examine the policies, systems and practices that strongly impact people, culture and organization, you will discover a stark inconsistency.

Companies large and small enforce an engagement, performance and reward philosophy that ironically encourages individualistic attitudes and behaviors. Talent is king in their world.

Many CEOs exalt performance cultures. What's wrong with that? They stop there. They fail to add that team performance creates more value than individual performance.

Ask people what it takes to become a winning team. The answer: meet targets. Winning teams use more measures. We found a better way to educate people about what it takes for your company to continue to win.

Seven years of development and testing at Astra revealed two essential findings.

- A winning team fulfills a set of mandates to achieve continuous high performance.
- A winning team culture requires all teams to nurture meaningful work relationships based on respect for the individual.

Why require all teams? Because the strength of your organizational chain is determined by its weakest links, the weakest teams. Do not let your team be one of them.

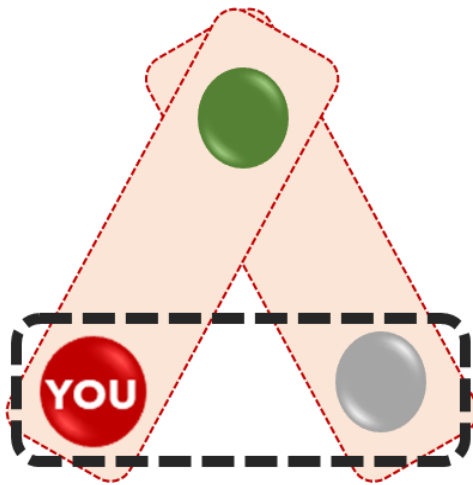
The winning team cultures developed by [Indocement-Heidelberg](#) to turn around the business and [Pertamina](#) to arrest the decline in oil and gas production validate those findings. Other large industrial enterprises have followed suit.

The world changed at the dawn of the twenty-first century. The internet and the smartphone changed the business landscape overnight. The industrial economy requires managers to be experts in optimization and innovation. The digital economy requires leaders who embrace technology and formulate and execute strategy with agility. That means doing things with speed and the flexibility to adapt. We call it agile innovation.

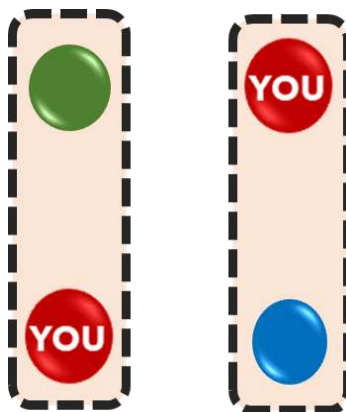
Starting in 2011, in an engagement at [Telkomsel](#), we enriched the body of knowledge with a leadership model to address the opportunities and challenges of a digital economy.

## Work Relationships

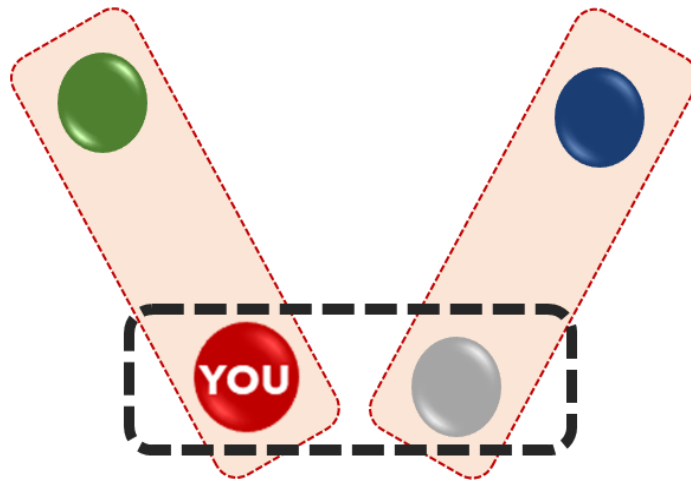
What relationships do agile team leaders and members need to nurture? Three meaningful work relationships will help your organization execute speed and flexibility in a digital economy: cooperation, coordination, and collaboration. Let us call them the three C's.



Cooperation refers to the network relationship between members of the same team.



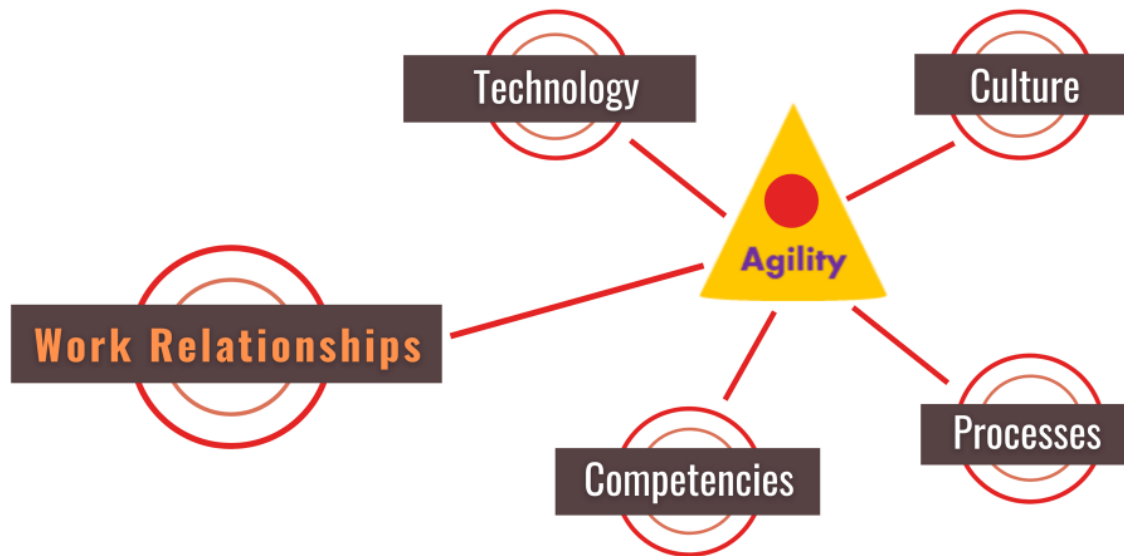
Coordination refers to the hierarchical work relationship between a team leader and a team member.



**Collaboration refers to the network relationship between members coming from different teams.**

**Work relationships constitute the critical success factor for agility. They are the 20% input that will drive the 80% output of the business.**

**Work relationships will determine the effective use of technology, the quality of collaboration for executing processes, the value derived from competencies, and the competitive advantage of the corporate culture. Poor work relationships will constrain their importance and impact.**



**When the quality of work relationships is poor, the value of having technology will not be maximized, the brilliance of processes will not be realized, and the sustainable advantage of culture will not be enjoyed.**

**Digital talents focus their attention and energy on this element to boost agility, dissolve inertia from silo behavior, and nurture harmony while significantly impacting business results. And they understand that nurturing excellent work relationships means touching lives.**

## **Team Climate**

**What is the psychological climate that agile teams need to nourish?**

**Agile teams champion idea meritocracy, a risk-free trusting working environment where all members practice openness and open-mindedness to find the best idea. In a climate of psychological safety, express opinions freely, without fear of ridicule or punishment. The resulting work environment strengthens cooperation, coordination, and collaborative relationships to get things done with speed and flexibility. Expressed opinions are like fuel for the rocket called agility.**

**Agile teams learn to forsake the damaging effects of ego to boost agility, raise productivity, and dissolve inertia from silo behavior. Their two-way communication style encourages openness and open-mindedness. Listen to and consider ideas with a sincere and shared effort to find the best among alternatives.**

**Mutual trust and solidarity help the team practice radical honesty and transparency. Speed and flexibility without the idea meritocracy to validate that you are doing the right thing spell only disaster.**



## Organizational Agility

The combined answers to the three questions have brought us to a practical understanding of organizational agility. Corporate speed and flexibility require the orchestration of winning teams. It is the foundation of our leadership model.

The corporate culture best suited for a digital economy is a winning team culture that prizes agile team performance over individual performance. Digital talents need to nourish a risk-free climate that promotes idea meritocracy to find the best idea.



© 2021 AndrewTani,Sr. All rights reserved.

Organizational agility is the logical consequence of work relationships that find and execute the best idea.

## **Leadership Skills**

To build a winning team culture with the three C's, they need to hone three critical leadership skills: Empathy, Engagement, and Execution.

Empathy is the skill required for relationship excellence, called Cooperation.

Digital talents believe in the importance of relationship excellence. Beyond just knowing, they understand what others see and feel to influence them and gain personal power.

Engagement is the skill that empowers the hierarchical relationship, Coordination.

With position power, digital team leaders enforce orderliness for process excellence. With personal power, they stoke morale for people excellence. They manage by head and lead by heart.

Execution is the skill that demands a relationship called Collaboration.

Senior leaders build an agile team network for executing with operating and strategic excellence. A culture that rewards collaboration is essential to win in a digital economy.

### **Summary**

Digital talents focus their attention and energy on work relationships to boost agility, dissolve inertia from silo behavior, and nurture harmony while significantly impacting business results. Their leaders nourish the psychological climate for idea meritocracy. They promote Cooperation, Coordination, and Collaboration to execute with speed and flexibility. To cultivate a winning team culture with the three C's, they need to hone three critical leadership skills: Empathy, Engagement, and Execution.

## **About the Author**

**Andrew Tani, Sr. is a proud Indonesian researcher and teacher. He is an industrial management engineer with a minor degree in mechanical engineering.**

**His first book, Get Real | Empowering the Manager-leader Within, was published by McGraw-Hill in 2003. He has a quarterly column, CEO Wisdom, on Forbes Indonesia.**

**He has developed and patented methodologies embodied in Orbex Management Technology, including Quality of Management and Leadership Index and Agile Work Relationships Quotient.**

**Andrew specializes in helping top management teams in the areas of strategy management, culture formation, leadership development and organization design. Andrew nurtures a network of top Indonesian government and business leaders and keeps a few retainer Clients.**

LEAD BY HEART

# TOUCH LIVES

The only way to build a winning team is to touch people's lives, and to do it, lead by heart. That's the book's central idea.

The journey starts with your work relationships when you decide to break free from an unbridled ego. The journey continues with honing your skills to enforce order for process excellence, and stoke morale for people excellence. To manage by head, and lead by heart. And collaborate with other teams to remarkably improve productivity for business excellence.

Taming the ego when its demands are irrelevant is a conscious decision that you will make—and struggle with for the rest of your life. But you will make the journey anyway. The financial and emotional rewards are worth the time and the effort. You will improve your effectiveness at work. And you will lead a happy life. Because a happy life is a journey of growth.



**Nguwongke-  
Ubuntu can  
change your  
work life  
forever.**



1

First in a series based on ORBEX [Organizing for Business Excellence | A paradigm for Shaping, Aligning & Attuning Organizations]

## ANDREW TANI, SR.

Founder and CEO of AndrewTani & Co. ([andrewtani.com](http://andrewtani.com)).  
Author and speaker on innovation, strategy and organization development.  
Online monicker: iCoachAndrew



Published and distributed by iCoachChannel  
Download free from Google Play Store and Apple Store

