

CHAPTER 2

straight talk from...

Cathy Greenberg

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ABOUT THE AUTHOR



Cathy L. Greenberg can help your company's executives and employees maximize their potential. She had done so successfully for more than two decades, winning rave reviews from clients as well as from leadership gurus including Warren Bennis, Marshall Goldsmith, and Noel Tichy. Dr. Greenberg, a former leadership partner for both Accenture and CSC, advises global Fortune 500 executives in all industry sectors. To achieve her amazing results, Dr. Greenberg conducts leadership and organizational assessments, develops internal coaching networks, and provides direct executive coaching.

Her books have become mainstays for senior executives and human resource administrators who seek to harness the power of happiness in the workplace. *Global Leadership: Next Generation*, was co-authored by Marshall Goldsmith and ranked as the number one leadership book on Amazon.com and HBR. Her 2006 book with best selling co-author Dan Baker, *What Happy Companies Know: How The New Science of Happiness Can Change Your Company for the Better*, Prentice Hall Business Books, is in wide circulation.

Working with a team of worldwide experts, Greenberg, Bennis and Goldsmith completed the most comprehensive work to date on developing the *Executive of the Future*. Their efforts are featured in the Drucker Foundation series *Leading Beyond Walls*, *Coaching for Leadership*, and *The Future of Leadership* honoring Dr. Warren Bennis with contributions from a host of luminaries including Edward Lawler, James Kouzes, Tom Peters and Mihaly Csikszentmihalyi to name a few.

Dr. Greenberg is cited as an authority on leadership and human behavior by all major business and financial news organizations, as well as by popular media outlets such as *O*, the Oprah magazine and *Martha Stewart Living Radio*.

When not meeting with clients from Sydney to Dubai, Dr. Greenberg splits her time between Philadelphia and Tucson. She co-founded and currently serves as the managing partner for h2c, LLC Happy Companies Healthy People, a leadership and coaching consulting firm. She can be heard weekly as the co-host on "Leadership Development News", VoiceAmerica Business Radio.

THE INTERVIEW

DAVID WRIGHT (WRIGHT)

Today we are talking with Cathy Greenberg. She is an internationally recognized authority on leadership and the new science of happiness, an executive coach, engaging speaker and a world-class consultant. She is a classically trained sociobiologist who holds a doctorate in the behavioral sciences and she is a former managing partner in two of the world's largest consulting firms, Accenture and Computer Science Corporation (CSC). Currently, Cathy is a founding partner in a new venture, h2c, LLC, Happy Companies Healthy People. Her work has appeared in over one hundred publications worldwide including *The Wall Street Journal*, *London Times*, *The Financial Times*, *Australia's The Boss*, *Harvard's Compass Journal*, and *Executive Excellence* just to name a few. Her most recent book, *What Happy Women Know*, Rodale Press 2007, is featured in *Redbook*, *Glamour*, and in *O*, the Oprah magazine, as well as *Martha Stewart Living Radio*, ABC, PBS, and CNN. She has co-authored award-winning books, including *Global Leadership: The Next Generation* with Marshall Goldsmith, *What Happy Companies Know: How the new science of happiness can change your*

company for the better with Dan Baker as well as *The Future of Leadership* with Warren Bennis.

Cathy welcome to *Straight Talk*.

CATHY GREENBERG (GREENBERG)

Thank You David, I am very, very pleased to be among the authors included in your work.

WRIGHT

So how did you become interested in the new science of happiness and the field of leadership development coming from the hardnosed world of business consulting?

GREENBERG

Well, it's an intriguing story. In 2003 I was an extremely successful leadership partner in one of the world's largest consulting firms now known today as Accenture, and I hit what was called, the wall of life. I was making millions of dollars a year for my firm managing 859 people on three continents helping to lead some of the world's largest consulting jobs in outsourcing when oddly enough, my whole world seemed to fall apart around me rather quickly. I lost my husband to a divorce because I was never home, both of my parents died in my arms in a relatively short period of time on Father's Day and Mother's Day respectively and I had suffered the loss of a child in my seventh month of pregnancy along the way. My daughter, Elisabeth was in boarding school full-time so I wasn't spending a great deal of time with her and it seemed that I wasn't spending a lot of time with any of the loved ones in my life.

To make life worse, I was diagnosed with two potentially life-threatening illnesses, and my daughter's fiancé died in a car accident all in a very short period of time.

Suddenly, I realized that life needed to have more meaning than being on a plane flying somewhere to help someone else in business. Although the Dali Lama says it's when we are bringing happiness to others that we create happiness ourselves, I realized that I wasn't valuing who I was and what I had to share with the world. Even though I was considered highly successful in the hardnosed world of business, when my health failed due to stress related illnesses I realized I needed to pay attention to me. It was a critical

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time to renew and reevaluate and that's what I did. This is when I became dedicated to understanding the science of happiness and it became a way of life for me.

During my research at Accenture at the Institute for Strategic Change, I worked with great subject matter experts like Warren Bennis, Frances Hesselbein, Noel Tichy, John O'Neil, and Marshall Goldsmith. Our work on the subject of leadership fit nicely with the new science of happiness and I found many others who are well versed in the subject, including authors and researchers from new fields of study such as positive psychology, neuroleadership and the human flourishing movement. It was with their groundwork and my own experience that I started to write books on the subject. That's how I came to the field of leadership development and the new science of happiness.

WRIGHT

That's some experience. So what has been your biggest learning from marrying your love of human behavior and working in two of the world's largest consulting firms?

GREENBERG

I think it's recognizing that human beings are hard-wired for hard times. We have a very old evolutionary brain with very old circuitry that has been modified as best it can be in today's world. We human beings still struggle using today's business acumen through our social understanding and our social roles, if you will. We need some form of social inclusion as a way of being truly human. Our culture has helped us to change as much of our human behavior as we can, but the brain has an evolutionary history that can be an obstacle to our growth.

The executive brain is the newest in its evolutionary heritage. The work I have been writing about and speaking about marry both my love for human behavior with the application of happiness principles to help anyone achieve greater personal and professional success. The secret is connecting your heart and your brain in any work environment so that you create an opportunity where Happiness = Profit. We call this our winning formula at h2c, LLC.

WRIGHT

Would you explain to our readers what “positive psychology” is and perhaps why it’s so important to leaders in their organizations?

GREENBERG

Oh absolutely David, I’d love to. Positive psychology began as a new area of psychology in 1998 when Martin Seligman chose it as the theme for his term as president of the American Psychological Association, though the term originated with Abraham Maslow, in his 1954 book, *Motivation and Personality*. Seligman is considered to be the “father of positive psychology.” Currently, Seligman is a professor at the University of Pennsylvania.

As many others among his peers in the psychology field, he was exhausted from helping people use therapeutic models, the commonly known psychometric, psychosocial, and psychiatric models that help many people get better. What Martin Seligman realized was that if he worked on people’s strengths—if he worked on what they did well and focused on helping them build on what we call their basic strengths—they’d have a much richer life and a better life.

In my education on the new science of happiness I’ve included a lot of work on positive psychology. I am a behavioral scientist with a PhD from Rutgers University but the whole field of positive psychology is just about ten years old. I’m guessing that the field has thousands of members now, possibly even hundreds of thousands of members because I too am a member of the International Positive Psychology Association as well as the International Coach Federation.

We find that many leaders in today’s world are very interested in using their strengths and helping people build on their talents. As a speaker at the World Economic Forum, Davos Connection, I found many CEOs confused and totally perplexed by what Wall Street measures and how they are rewarded as senior executive officers. We know too often that the quarterly statements don’t tell the public how well they’ve managed talent, intellectual property, or intellectual capital. The reason that the psychology of happiness, and in particular positive psychology, is so important to leaders is because if they can shift to a measurement of talent production and talent management, both leaders and their organizations would likely be measured more fairly and perform at their best.

There is a great company called Talent Plus in Lincoln, Nebraska, that does just that—helping firms manage the science of talent for many big companies.

WRIGHT

How does your work on the new science of happiness with award-winning books like *What Happy Companies Know* and *What Happy Women Know* begin?

GREENBERG

I gave you a little bit of background about my personal journey and the new science of happiness. I have been fortunate on the road of life. My experiences, by and large, have been supported by a happy, healthy, and profitable life filled with great people and a terrific network. Dan Baker wrote a popular book called *What Happy People Know* and he was the co-founder of The Life Enhancement Center at Canyon Ranch in Tucson, Arizona.

I went out to Tucson in 2003 for some rest and relaxation and a mutual friend of ours by the name of John O’Neil, who runs The Center for Leadership Renewal in San Francisco, said that I should look Dan up while I was out there. I love to meet new people and connect to folks around the world because when we extend our network we also broaden our thinking. So, I looked Dan up and sure enough, we had lunch and we connected on many fronts. I had just written a book called *Global Leadership: Next Generation* with Marshall Goldsmith, which was on its way to being a best seller and a Harvard Business book of choice. When I met Dan and saw that he too had this love for the new science of happiness and helping people build on their strengths, we began to collaborate on the subject immediately.

To make a long story short, we took our learning from his book on *What Happy People Know*, and my book *Global Leadership: Next Generation* (which is still the largest longitudinal study of its kind with Warren Bennis and Marshall Goldsmith), and we married the best of our ideas together to create *What Happy Companies Know*. In that book, we created a set of working principals to help qualify happy companies as follows: HAPIE Heartfelt, Adaptive, Profit with people, by achieving a return on people (ROP) as they say in the military, not just a return on investment (ROI), but

Incorporated stakeholders who become your first line marketers and Engaged community partners.

We then examined how we could take these principles down a level to touch people's lives on a personal level and created *What Happy Women Know*, a book I'm very proud of. That book outlines six core happiness traps that women fall into both at work and at home that often lead them to believe they are happy. However, when you actually examine these traps in depth they create unhappiness. In the book and in lectures we hold on the subject, we teach women (and men) how to help themselves get out of the happiness traps and be happy without all the "trappings of happiness."

Now I am working on two new books, *What Happy Working Mothers Know* and *What Happy Leaders Know*. We are delighted to be including many luminaries in these books, both men and women, because we know a lot of men who have been the children of happy working mothers and are the husbands, brothers, and sons of happy working mothers. The other book, *What Happy Leaders Know*, is about how what we find in positive psychology supports leadership success.

As you can see, the new science of happiness is a deep subject and we often receive requests from people who ask us to include their subject matter in our brand, *What Happy Know Brands, LLC*. We are very happy to hear great ideas from folks who would like to write a book on the new science of happiness and we would be happy to partner with anybody who has ideas that truly make a difference.

WRIGHT

When I first read your company name I thought it was a misprint. I read H2O and in fact it's h2c, LLC. Tell us about h2c, LLC, and What Happy Know Brands, LLC.

GREENBERG

Sure. We're very proud of the h2c, LLC brand and what it stands for. The two H's represent Happy and Healthy and the C stands for Companies. We actually created this company with the mind share loaned to us by six other executives. As you know, in any business we meet wonderful, creative people in the marketing, legal, and entrepreneurial areas. I was very fortunate to have some of the best thinkers in these arenas across a vast array of businesses agree to contribute their ideas to help support the start of our

company. We gathered in a weekend retreat in Salt Lake City to apply our collective knowledge—over 150 years of business experience—and focused on how we could build a consultancy to help companies demonstrate how happiness equals profit. In the end we came up with the words h2c, Happy Companies Healthy People, because it really represented what we were trying to do.

If you can create a happy company, you'll have healthy people. Why? Because when stress levels are reduced, people are happier and that helps increase overall health while reducing sick days and absenteeism. Reducing the number of sick days and personal days reduces healthcare costs and improves productivity. Decreasing health care costs results in higher revenues. When profits increase, associates have more access to better working conditions, improved opportunities for advancement, and people who show up to work happy actually get promoted faster. As a result, happy companies immediately profit from this simple model. When they do, the people who are really making your company tick are going to be happier and healthier, better managers, better leaders, and they actually love coming to work.

A great company by the name of iOpener in the U.K. gave us some terrific data on the stats of people who are satisfied and happy in their jobs to support these statements. Our friend, Jess Pryce Jones, CEO of iOpener in the U.K., has demonstrated that there's a greater than .93 percent correlation between people who are happy and come to work and perform at their best.

Our company, h2c, LLC, was born from many years of consulting experience at both Computer Sciences Corporation and Accenture, utilizing existing and evolving research and the groundwork of terrific industry leaders and academics. That's how we came up with the name h2c Happy Companies Healthy People. The *What Happy Know LLC Brand* was a natural extension of our intellectual property we invested in the books. Our work is focused on keeping it simple and easy for people to understand.

Our work seems to resonate everywhere from Chicago to Sydney with corporate leaders, military and paramilitary leaders, and people from both for profit and not-for-profit organizations across industries.

WRIGHT

Are you finding female leaders different than male leaders today, and if so, what are the differences?

GREENBERG

That's a beautiful question and I'm glad you asked it. When I went to college (I'm not going to give away my age) studying human behavior at Rutgers University, we weren't allowed to talk about sex differences of any kind, especially in areas of intelligence and the brain. It was a time of "equality" for women when we wanted everybody to be the same. It was a time when the idea of equality was better than diversity of style.

Interestingly enough, what we have come to find over the years is that differences are better. Diversity is better—diversity of style, diversity of life, diversity of thinking, and diversity of race. Men and women leaders are very different for a good reason. In our book, *Global Leadership: The Next Generation*, we talked about one of the top five qualities that a future leader has to have, which include diversity of thinking and an ability to network.

Interestingly, being women, we have a different perspective and we do think differently. Of course, men can also be compassionate and empathetic just like women. Men and women can think about similar problems and issues in different ways with better, collective outcomes in the end, but there are physical differences in the brain.

The wiring in the brain is actually a little different for men and women and in all of our books we talk about the brain and science that affects our thinking and decision-making. There are actually parts of the brain in men and women that are biologically different. These create emotional differences between genders that can in fact qualify how we make decisions.

There are also other factors that will impact the quality of decision-making such as taking something minor like over-the-counter allergy medicine, which can decrease your ability to make a good decision by as much as 75 percent whether you're a man or a woman. We expand and focus on these brain and behavior issues in all our work.

Women do have a very special capability or behavior we call "networking." If we look at the evolution of this "female" quality we can see historically that the evolution of women into men's roles have only been achieved in the past twenty-five years, maybe even fifty years. It is a fairly recent phenomenon that women have held equal roles with men in

organizations. As a result, women have influenced business, through relationships, using informal networks that they've created to achieve great things and accomplish outstanding achievements. Women did not have the formal role or title of president or CEO or chairman of the board and as a result, women have created strong, informal networks that are very powerful despite any official title.

In the long run most of us would agree that women do lead a little differently than their male counterparts. It's not necessarily good or bad; it's just different. Diversity of thinking today is an asset no matter what your gender is.

WRIGHT

I celebrate the difference but I'm miffed because women have all of the intuitive qualities.

GREENBERG

Well, you know, it's funny that you say that. What I have found, working with many of the gifted leaders I have been blessed to work with, is if I give people an opportunity to learn how to use *tacit* knowledge, or what we call intuition, they get it right away. In our book, *What Happy Companies Know*, we interviewed leaders like Steven Burke from Comcast about the universal application of tacit knowledge to create formulas that both men and women can apply as leaders today.

Men quickly recognize that they tend to see the world in patterns of information while women tend to feel patterns of information when making decisions without as much actual data as some of their male counterparts.

Lucky for most of us, we can develop the capability to learn how to recognize and aggregate information based on experience, which is actually a form of tacit knowledge. When we learn to recognize patterns of information we begin to "intuit" something before it actually occurs. When this becomes a real skill, it can help us identify information and use it to make good decisions over time as we get closer to what we like to call "entrepreneurial spirit." Good examples of leaders who apply tacit knowledge include well-known entrepreneurs like Warren Buffett or leaders like J. F. Kennedy.

Additionally, it is well known that individuals who lack the full use of all of their senses—sight, sound, speech, or touch—also develop higher levels of

tacit knowledge through acute sensory skills that develop called “compensating mechanisms.” These include higher levels of sensing such things as vibrations or smells to help them understand and navigate their environment.

WRIGHT

What are the main things men and women need to do to be happy professionally and personally? And can they be learned?

GREENBERG

Well, here’s another secret. In all of our research we see a pattern that differentiates how men and women view happiness.

Men fear not having enough, not being able to provide, not being able to demonstrate what they’ve been able to acquire in life either as material items or things that equate to status or power.

Women fear not being enough. They ask themselves questions such as: Am I a good enough mother or sister or daughter? Am I a good enough employee or friend?

These two differences are basic gender differences and if understood can help us create a wealth of happiness both professionally and personally for both men and women. An understanding of these issues is important and can be learned through structured coaching processes, through all kinds of self-awareness techniques, and practice. We believe that anybody who puts his or her mind to learning how to apply strategies based upon the new science of happiness can enjoy a more satisfying and happier life.

WRIGHT

You have said that 50 percent of happiness is genetic. Can you explain to our readers how happiness can be learned if our genetics are set?

GREENBERG

It’s really simple if we use just the basic principles that Martin Seligman uses in his assessments of happiness. He uses a nature/nurture kind of conversation here. Martin Seligman and others believe that if we take the basic genetic constant that things are 50/50, we have a 50 percent chance of being genetically happy and a 50 percent chance of being genetically unhappy. The bottom line is that if 50 percent of happiness is learned

behavior, 40 percent are the intentional activities we engage in every day and only 10 percent is the situation. We know situations occur that we don't always control, like the economy. If we engage in intentional activities that create happiness based on our strengths, and broaden or build on our strengths, then we have a much better chance of making whatever situation happens to us have a more successful outcome. So that's how we can take the 50 percent of genetics that are predestined genetically and balance them with behaviors we can choose to control to create more happiness in our lives.

WRIGHT

There is so much information, speaking, and training going on now about generational differences. Are there any generational differences in addition to gender differences in happiness?

GREENBERG

Yes, and it's very important for us to understand how generational differences impact levels of happiness in today's complex, global organizations. At least one speaker on every conference agenda I have been on in the past year has talked about generational differences, especially the Gen Y Millennials.

As a recognized authority on leadership and a global expert on coaching and the new science of happiness, I speak about three to four times a month on leadership, coaching, and "happiness = profit." Take the strengths of the well-known "Boomer" generation for example. These are people generally born between the 1950s and the late 1960s. This generation is key because they have so much content knowledge and experience, in comparison to Gen X and Y (the Millennials born roughly between the 1980s and mid 2000s) who have technological savvy and digital network skills. There is a huge difference in their interpersonal skills. The Boomers (like me) grew up in a generation where interpersonal contact was comparatively very high. We did not have cell phones and we did not text message. We didn't grow up with computers, although we had television and we've learned how to use cell phones and computers with ease just like we did whiteout and typewriters.

Millennials grew up with full access and use of computers and in highly networked technical environments. As a result, while their technical skills are

strong, their interpersonal skills are limited and their ability to network is limited by their lack of diverse interpersonal skills. They use a language that is often short and somewhat abstract. They also have been told by wonderful television personalities like Mr. Rogers that there are “no losers” and that we’re all winners. In fact, they grew up in environments, communities, and schools where everybody won a gold ribbon or a blue star or some kind of trophy. Suddenly, they come into the work world where they are exposed to real competition. There are winners and losers and there are people who don’t see them as the bright and shining stars that their parents did. Millennials generally do not deal well with conflict. They can become disappointed easily and as a result they may grow frustrated, which often becomes an obstacle to their success.

These differences in our generational upbringing also make a difference in our definition of happiness. What made your grandparents happy, what makes us happy, and what will make our children happy varies. A great deal of this variation in happiness comes from our definition of what constitutes human flourishing and what defines good interpersonal skills.

Recognizing that there are both generational differences in happiness, as well as gender differences in happiness is critical. Today, more than any other time in our history, these generational styles of diversity are also required for a company to be successful. Especially when we want to harness all of the powerful knowledge and energy required when applying the new science of happiness to create profitability.

WRIGHT

So what are the key steps for any leader or executive to be successful and happy in today’s complex world?

GREENBERG

Well, that’s a two-part answer. The first part I’m going to try to make very short, sweet, and simple. Happiness is a choice. It’s not just a matter of genes or good luck; it’s really a choice you make every day just like diet and exercise. According to research at the happiness project in the U.K., we can apply a formula that the reader can relate to: $H=S+C+V$. What does that mean? H equals a level of *happiness*. S is the *set point* for happiness, which

we just talked about in terms of the genetics of happiness. C equals the current *conditions* or the situation and V equals *voluntary activity*. So it's $H = \text{Set point} + C$, current conditions, + V , voluntary activity. If we look at this way of evaluating and measuring our happiness, it's a choice we can own, create, and contribute to throughout our lives.

On a business level, I'm going to take this up a notch, as Chef Emeril would say. The complex world of business today requires a higher degree of emotional intelligence than ever before. We can probably agree that IQ or basic intelligence is still key, but there is also a very special quality that leaders need to have, and according to the author of *Shake the World* and *Fit In Stand Out*, Blythe McGarvie, it's CQ or the courage to act. When emotional intelligence (EQ) is combined with industry knowledge like your basic intelligence, (IQ) and courage (CQ), your potential level of positivity increases. We call that optimism. Optimistic people create a positive business environment where people can flourish and work more effectively.

Reuven Bar-On, the father of Emotional Intelligence assessment tools, recently released information about a long-term study on more than 50,000 leaders. His data clearly shows that high performing leaders also have a higher level of optimism or positivity. Bar-On's work has been applied by award-winning authors like Daniel Goleman in groundbreaking books like *Emotional Intelligence* and *Primal Leadership*. Data from iOpener, a U.K.-based consultancy, demonstrates that happiness in the workplace is a winning formula for success. It's a model that I love helping people grasp, understand, and fit into their lives so that they too can experience "happiness as profit" both personally and professionally.

WRIGHT

Well, what an interesting conversation, Cathy. I really appreciate all this time you've spent with me today answering these questions. I have learned a lot and you've given me a lot to think about.

GREENBERG

Well, thank you for this truly remarkable opportunity to be among the terrific authors and speakers in this book. I look forward to sharing all the insights in *Straight Talk* with leaders who seek insights every day to truly make a difference in their companies, their products and services, and in the lives of the people they serve.

WRIGHT

Today we've been talking with Cathy Greenberg, internationally recognized as an authority on leadership and the new science of happiness. She's an executive coach, engaging speaker, and world-class consultant. And as you have found out here in this conversation, I think she knows what she's talking about.

Cathy, thank you so much for being with us today on *Straight Talk*.

GREENBERG

My pleasure.

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