

# High Performance Through Heart Coherence



A Workbook  
for Global Champions,  
who Truly Grow and  
Deeply Inspire  
Their Worldwide Teams

This case and workbook is written and  
designed by Daniela Fehring

# High Performance Through Heart Coherence

To all leaders, who dare to create a global world  
dedicated to humanity, co-creation and thriving.

To my grandmother and aunt Rosa and their benevolently critical wisdom.

To my nine grandchildren.  
What a gift that I can support them in becoming open,  
life affirming and cosmopolitan beings.  
May they always be free to say what they think, choose where to live,  
and decide how to contribute to society.

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## Dear Reader!

Thank you for holding my book in your hand. It contains 58 years of global experience, knowledge and knowhow.

I have a dream! In 2033, we'll co-create globally and locally at eye-level, from human to human. We'll appreciate difference and will use it as a driver for solutions that enrich humanity and all living beings on our precious globe.

If you feel called to become a global leader who makes his global team shine and outperform, I invite you to a deep dive journey – not only to Taiwan, where the main character Susanne is in charge of an M&A integration project leading a multicultural team – but to yourself, too.

Maybe you stand at the crossroads I stood when the first global lockdown in 2020 forced us all to stand still. Your standstill may have lasted several hours or days. My halt took three years as all flights to China were completely stopped. This sudden end of my career brought shock, anger, stuck and grief first. The 1 year's education in Existential Analysis showed me how beneficial a structured and benevolently human reflection is. This book is one of the outcomes of my own journey back to high performance in a global setting.

The book's main character Susanne gives me the chance to highlight current leadership and team issues that I have encountered over the past 26 years as an intercultural coach and mediator. At the same time, what she experiences offers an opportunity to discover fresh and daring potentials and possibilities for ensuring outstanding team performance.

How can we create vital team spaces that enhance everybody's achievement – not through ever greater pressure, workloads or frenzy, but through leadership that

- deepens the understanding and handling of difference,
- invigorates and grounds the team's dialogue and collaboration competence,
- creates fresh spaces of togetherness and for one another,
- activates new languages of connection, trust and resilience,
- and builds the capacity for the team to move important issues of common concern committedly forward.

Back in 2012, [Charles Leadbeater wrote in a Guardian article](#): "Most of us are born helpful and generous, co-operation is written into who we are." His findings encouraged me to explore, how we could become co-creators on a global level – despite our reptile brain's tendency to select same-minded and same-looking persons.

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My own learning journey brought me directly to you! It all starts with the leader's willingness to analyse him-/herself honestly. If leaders succeed at discovering the benefit of heart coherence, diversity, uniqueness and Ubuntu within themselves, they become masters of global bridges with ease. Global teams who trust each other, willingly join forces to discover better solutions for all of us. And they may even dare to create that next transcending moment, where a journey to something bigger begins.

Writing this workbook has been quite a journey. I had to fail several times before I was ready to receive instead of force my head through the wall. My husband Uli has patiently supported me in these moments, and I have doubtless got on his nerves!

[Alfried Laengle](#) has inspired me deeply with his work and life. In a mutual learning journey that lasted a year, he and my 11 fellow travellers encouraged me to search for new ways to contribute when Covid stopped me from facilitation, coaching and mediation in Asia.

My gratitude goes to Wendy Jane Jones who has endured my Swiss-German English. I very much appreciate her proofreading efforts.

I have, moreover, been profoundly inspired by the work of two people who are no longer with us: [Desmond Tutu](#) and [Nelson Mandela](#) dedicated their lives to restoring their country through the stunning approach of forgiveness and reconciliation.

Last but not least, I want to send my gratitude to all my dear friends in China who have bestowed me with fresh perspectives throughout the last 35 years of my life. They and my clients have let me do what I am best at: nurturing open and free dialogue, building bridges across troubled waters, discovering the value added of diversity and difference and learning almost everything about leading a global team.

Today, I can invite you to experiment with all my insights into listening deeply, sensing benevolently and dancing to the beat of our hearts in an effort to foster a global culture of consciousness, humanness, respect and co-creation. May this book provide you with manifold impulses to reflect on your leadership style today, and to envision a new way of collaboration in the nearby future.

Thank you for travelling with me, Susanne and her team. I treasure your commitment to shaping a future full of opportunities that serve your team, your organisation and – maybe – a bigger part of the globe.

In gratitude, Daniela Fehring

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## How It All Began...

Before we dive into Susanne's project, I would like you to take a few moments to reflect.

### REFLECTIVE QUESTIONS

What sparked your interest in this workbook?

What do you expect or look forward to gaining from it?

Not knowing yet where I will lead you: What are your key questions in regard to leading high performance teams?

Why do you think that "the heart" and your heart could matter or make a difference?

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Let's immerse into the pre-story to get a better understanding of Susanne's situation at the start.

## The Case Part 1: The Career Step of My Dreams!

*I have a track record with a global player in Germany that spans 20 years. We employ 400,000 people worldwide, make a total revenue of 80 billion euro, and manage 400 plants, subsidiaries and offices around the globe.*

*Currently I lead a passenger cars division. I oversee all our plants in Germany and am responsible for sales and marketing throughout the EU. Having managed this position successfully for 3 years, I feel equipped to take on more responsibility. In fact, it's time to move on as I want to make it to the top.*

*Having raised this topic in every discussion with my mentor, the BU leader for mobility, I was quite hopeful when he invited me to another 1:1 meeting.*

*"You might get the chance you are dreaming of, Susanne", he started. "I have come across a promising M&A project in Asia which fits my growth strategy. If you want to be CEO of the acquisition, and you are successful at managing and growing it, you will have the opportunity to take over my position. I will move on to the board."*

*He introduced me to the project: "I was recently approached by a very trusted supplier from Taiwan with whom I have developed a close relationship over the past 5 years. He wants to retire but can't find a suitable successor. His only daughter does not want to take over. He believes that becoming more global is the only chance to survive in the competitive market and therefore asked me whether our company might be interested in buying him out. Several highlights caught my attention:*

- a) The potential for growth looks very promising as the supplier runs a small factory in Taipei, and a big one in Zhuhai, Southern China. That could give us the opportunity we have been looking for for some years now to tap into China's huge mass market where no global player has been able to compete successfully so far.*
- b) The supplier has a long history with a sound reputation of reliability, high quality and on-time delivery, all of which counts for a lot in Asia.*
- c) The company is financially sound."*

*The only flaw my mentor Peter detected was the Taipei management team: none of them had global exposure, none of them spoke English. Their leadership approach was traditional Taiwanese style: Hierarchical and functional line management. Once a manager joined a meeting, Peter was not able to get a single answer from any of the lower functions.*

*When Peter introduced the M&A idea to the Board, they approved the acquisition of a 100% stake, subject to the following objectives:*

- a) Keep the brand name*
- b) Retain the Taiwan and Zhuhai teams as they are the key to*
- c) Enter the Chinese mass market*
- d) Don't risk our global player's other sites nor its prices in China.*

*They appointed Peter as lead negotiator. That's when he called me and asked: "Would you want to become the CEO of this acquisition?"*

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Taipei 101. Personal picture

*What an exciting opportunity! I knew nothing about Asia, had never been involved in an M&A, and I didn't like functional structures – I preferred to work in a matrix organization – but I also had no doubt that I would be more than capable of making it succeed.*

*Working closely with my mentor, I would be shown the ropes of being a BU leader and learn more about the expectations of the Board members and their "rules of the game", maybe even have access to a board member.... Since my personal goal was to become a BU leader as quickly as possible, this was definitely my call!*

*As the commitment involved moving to Asia, I had to discuss it first with my spouse and my two kids aged 14 and 12. Peter gave me time until the following Monday.*

*To my huge relief, my husband and kids were excited to move to such a faraway place as Taipei, so I was able to give Peter the green light albeit with one additional request: I wanted to have four high performers working with me. He agreed, but would they be willing to join me?*

## First Reflections and Reactions

How would you describe Susanne? What seems to be important to her?

What could cause "moments of tension" and challenges ahead in her position as CEO of the acquisition?

What sort of people and capabilities would you look out for when putting together the acquisition team?



## Chapter 1: Team Formation

Let's take a moment to reflect on your current situation.

### REFLECTIVE QUESTIONS

How do you select team members? What traits do you look for?

What skills and attitudes do you nurture within your team?

How do you prepare for strong personalities, ambitiousness, own agendas?

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## The Case Part 2: A Good Start!

*I focused my entire life on this acquisition. It had to be a success and I needed some very clever, extremely ambitious and target driven people to make it happen!*

*In my large network there were some high achievers that I felt looked very promising. They had just the right expertise for this task, and I had worked with them on earlier projects, so there was mutual trust. There was only one unknown quantity, and I approached him first as he covered a topic in which I lacked experience.*

*Bernhard was only three years from retirement, but he was famous throughout the company for turning around any production site, however difficult. He had worked in Turkey, Russia, Brazil, and 15 years ago had opened the first plant for us in China. I met a man with strong and direct opinions. I didn't find him easy to persuade, not least because he had faced a whole host of obstacles those 15 years ago in China. But I don't give up easily, especially on a man with such a wealth of experience in production, and somehow I managed to ultimately get him to agree: "Why not add another adventure at the end of my career?"*

*Then I reached out to Marcel. I met him five years ago in Paris, where he was responsible for integrating the local IT system into the global network. After completing the integration of our US sites, he was now in Shanghai, responsible for decoupling the China system from the global system for safety reasons. I was able to catch him on the phone. And he agreed! Great, he would make an excellent expert for the complex issue of integrating Taipei into the global system, and Zhuhai into the China system. At 30, he would be the youngest member of my team.*

*Next, I approached Lukas, 41 years old and a very experienced salesman who had built up the EU sales network with me three years ago. Just before the Ukraine war, he had opened the Russian market for us. The war forced him to return to Germany, where he was working on a small project – and was fairly unhappy, I had heard. So at this stage I hoped he would find my offer very attractive! His experience would be a perfect fit for our efforts to develop first Taiwan and later China. And guess what: He was more than willing to join my team!*

*When a close and trusted colleague mentioned that business figures tended to be tweaked more frequently in Asia than in Germany, I knew I needed a strong finance partner. My current counterpart in HQ Finance was Karin, aged 42. Just like me, she had been with the company for 20 years. I had come to trust her as someone who knew how to keep a secret and how to be a pain in the ass if she needed information! She had once given me access to her incredible global network to solve a delicate issue. Would she be willing to move to Taipei to support us with all her expertise? When I invited her to become the acquisition's CFO, she said: "That's incredible! You are offering me the job I have been wanting for quite some time. I am especially interested in Asia as I have worked closely with Singapore, Kuala Lumpur, Suzhou and Beijing over the past years on solving some complex challenges. Yes, I want to join your team! Tell me when to pack. My husband is also ready for more global exposure."*

*Lucky me! I had global experience, profound industry expertise and four high performers at my side. Three of them I knew to be great team players who would fully support the growth of the teams in Taipei and Zhuhai. Now I felt completely confident that we would make the acquisition a success.*

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*Still, I thought it would be a good idea to invite an external China expert to join our team. Which did indeed prove to be a great idea! Dave was a source of knowledge, humorously sharing his views about us and them. Due to our global exposure, we were able to challenge a lot of his insights and compare market styles. Having learned the importance of investing time in relationships, we drew up a plan of whom to meet for coffee, lunch or dinner when in Taipei. The retiring owner and his daughter, who would manage the Taiwan team for the first 2 years, were highest on our list of people to spend time with.*

*Due diligence started immediately and confirmed my choice of the four team members. They didn't settle for superficial answers but dived deep for the hidden information. Being experts, they knew what to look for, what questions to ask. Peter was pleasantly surprised at how well I had chosen my team. Together with him, two of our lawyers and an auditing firm, we collected all the relevant data in Taipei.*

*The only bitter pill we had to swallow was that legally we were not allowed to visit the Zhuhai plant before closing the acquisition. So we invited the Zhuhai plant leader to Taipei. Bernhard interviewed him several times but was not satisfied with the result. "I can't get through to the guy", he told us. "Mr. Liu's friendliness is like a rubber wall. I can't read his face nor judge his aims nor his interests. My gut tells me some of the information is not correct, but I can't tie it down to a specific topic. I've tried to identify someone in our China organization who can find out more about Zhuhai, but without success."*

*Lukas and Karin immediately called their contacts to uncover more details about Zhuhai but the plant seemed to be cut off from any public access. It was like a fortress, which meant we had to work with the information given by Mr. Liu. He told Bernhard that the production processes in Zhuhai were pretty simple and basic, about 10 years behind the Taipei plant. However, might this not be right approach given that it operated in the very local – and very cheap – market in China? Something for me to consider.*

## First Reflections and Reactions

What do you think might become risky challenges for Susanne if not dealt with soon?

How would you take care of them if you were in Susanne's position?

How can Susanne make more use of the different personalities in her team? What would be tasks or projects outside their specific roles where they could add value?

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## What Characters and Competencies Does a Global Team Need to Perform Excellently?

Needless to say that professional expertise is the base. Additionally, “a little bit of everything” would help:

- Someone gifted in languages
- An organisational and coordination talent
- A project ambassador for the target orientation
- A cultural bridge-builder
- A celebrator of successes
- Someone who spreads the good news
- Someone who analyses the failures
- A cosmopolitan listener and mediator
- An improviser
- An improver
- A conductor, who ensures that the global orchestra plays a symphony not a cacophony
- A highly flexible juggler
- A balancer of interests

This list is random. You can enlarge it with more competencies or characters. What interests me here:

Which of these traits do you own naturally?

Which ones would you like to study or focus more?

Which one would help Susanne in her current situation?

And why not spread the burden on several shoulders? That’s what a team is for. Or not?

**It’s very natural that Susanne selects people she knows and has come to trust (except Bernhard). But is it the right thing to do for a delicate integration of an M&A in Asia?**

In German and English speaking cultures, we tend to look for “work bees”, people with a strong focus on tasks, targets and results. Susanne is a good example of this fact-oriented type: She has the chance to select her German management team, and she chooses same-minded persons, experts who know and love what they do and have accumulated a wealth of experience – also globally. All four characters have performed highly and succeeded in former projects, but do they have the right soft skills for the acquisition of a family-owned enterprise in Taiwan?

**Challenge 1:** Big companies are streamlined. The focus is on efficiency – in regard to production processes as well as human contributions. Corporations work like machines: precise, accurate and on time.

- Do smaller, family-owned companies work like that?

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- Are they able to understand this attitude?
- Will they naturally know how to adapt to such a culture without training?

**Challenge 2:** Culture diversity. Mainland China and Taiwan speak the same language, but they have very different work ethics and collaboration rituals. If you succeed in Shanghai, you might fail in Taipei. If you know how to earn trust in Shanghai, you might bite on iron in Zhuhai.

How do other business cultures feel about the direct approach of Germans and the rapid fire exchange of words of the British?

A UK-German saying goes: "don't take everything literally". The exact opposite is true in Asia where one's own and others' words are carefully weighed up! They would rather stay silent than say something that might bring about their downfall later.

This is a challenge, not only Susanne, but many global leaders face: Different cultures, that don't know or don't adhere to our work values and set teams. Susanne can't exchange the Taiwan managers. But she can do more than only a general culture due diligence to check the study and professional background as well as the work experience of every single manager in the team. This individual analysis would give Susanne a clear picture of the gaps (and wins!) in expertise. She would know what she can expect, what not. Together with Tiantian she could work out a detailed development plan.

As a culture facilitator and consultant of multinational work teams, I have often experienced that the 'fact and work only' approach backfired in the middle of the project because Asians, Turks and Arabs felt hurt and demotivated. Culture matters as we'll see in the next chapter.

- Do you have persons on both sides of the acquisition who are familiar with the other culture?
- What is their degree of familiarity?
- What kind of training could be the most effective to handle the differences as fast as possible?

## High Performers Are True Team Players with a Focus on Better Solutions

As research shows, there is personnel who makes any company flourish and grow beyond expectation: the so-called **high performers**.

They have to be distinguished from **high achievers** – persons who have an intense desire to succeed and be "the best in their class". They make more calls, hold more meetings, and manage more customers than anybody else. A great contribution with two shadows: their driver is to be needed and they are pushy. In whatever position they work, they spread a sense of urgency and anxiety.

That's quite different from [high performers](#). Their curiosity and zest for learning is not for their own sake, but they willingly share their knowledge to motivate the team to go the extra mile and reach a higher level of performance. High performers develop themselves AND the team because they understand that to achieve outstanding results, they need the support of

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others. That makes people “run through walls” for them – not because they are pushed to, but because they want to deliver.

Another important trait is their tension tolerance: any mistake or failure is seen as an opportunity to learn and develop better solutions. Their open handling of critical feedback, conflicts and debates encourages other team members to speak up as well. Thus, they establish [psychological safety](#) that enables everyone to challenge the status quo and move towards continuous improvement<sup>1</sup>.

Two other highlights for any corporation: high performers create trusting networks with suppliers and establish ties with clients who truly value the services and / or products.

And last but not least, they know how to relax in order to **recharge their batteries**. They take regular breaks, and they motivate everyone else to do the same. That way, the whole team stays healthier.

For all these reasons, Susanne and her team would benefit from one single high performer.

## Your Key Insights

What have I learned?

What aspects would I like to learn more about?

With this knowledge what would I pay attention to, when selecting team members?

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<sup>1</sup> I recommend this free team test: <https://info.arks.ch>.

## Chapter 2: “Culture Eats Strategy for Breakfast”

### Some Remarks on the Citation Above

“Culture eats strategy for breakfast” is often quoted as being from Peter Drucker. In fact, he said: “Culture—no matter how defined—is singularly persistent.”<sup>2</sup>

Nevertheless, I go with the wrong citation as the (business) culture of a country, region and organization can in fact be stronger than any strategy, however smart it may be.

Culture is like a software, a specific program that embeds itself into the people in this environment. They don't question their values, they practise them. Culture dictates the “game rules”, and that's why the norms in Taiwan, China, Germany, the US or UK differ. The same goes for the organizations within one nation: they nurture, expect, reinforce and reward different values, structures, procedures and rules that don't feel natural for other firms.

Despite the strength of this imprint, culture is still overlooked in practice.<sup>3</sup>

And that's why, in this chapter, we dive deep below culture into our mindsets and worldviews. The aim is to detect what makes people open, curious, and willing to learn, to share and to exchange, despite the differences?

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<sup>2</sup> <https://www.drucker.institute/did-peter-drucker-say-that/>

<sup>3</sup> In my “PMI & Change Survey 2015”, a majority of the interview partners told me that they had culture high on the priority list at the beginning of the integration process, but then other challenges – mostly hard factors – came to the fore. In the middle of integration, they realized it was imperative to solve the cultural issues first! If you would like to read the survey, send me an email at [info@danielafehring.com](mailto:info@danielafehring.com).

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## REFLECTIVE QUESTIONS

What is your experience with different cultures so far?

How do you handle culture differences and diversity at work?

Would you rate yourself a "culture bridge builder"?

If not, how could you enlarge the space for "cultural awareness" and "culture competence" in yourself and your team?



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## The Case Part 3: Culture Clash!

*Before commencing due diligence, Dave had suggested performing a Culture Check as well. From Peter we already knew about the hierarchical management style and line functions, so we focused on the management style of Zhuhai and the cooperation between Taiwan and Zhuhai. To our great surprise, there was no communication between Zhuhai and Taipei other than between the plant leader and the Taiwan management team. No cross-functional exchange, and entirely separate admin systems. That was something I definitely wanted to change. Marcel was already working on a plan that kept both IT systems separate, but still delivered the hard facts about Zhuhai's progress as none of us would be based in Zhuhai permanently.*

*After another meeting with the plant manager of Zhuhai, Bernhard exploded. "I can't bear to meet Mr. Zhang again! He reminds me of the most intolerable managers I met 15 years ago on the mainland. If this is still how the Chinese manage plants, I am the wrong guy!" Marcel jumped in to assist, but he was also dumbfounded by what he heard. His young Shanghai counterparts were all quite Western in their approach to working. I tried to find a way to access the plant in Zhuhai to find out more but the lawyers barred me. I was told I would risk the whole deal by visiting the plant at the moment.*

*At least Lukas came up with some good news! His suggestions for improving marketing and sales looked like the easiest part of all! Karin told me that integrating the finance functions would be a huge task. Overall, the integration into the global business structure would be a challenge, which meant that I would be able to make a difference and prove my ability to the Board!*

*The findings of our due diligence marked the start of negotiations. As we were still doing our old jobs, we kept our flights to Taipei as short as possible but always found time for personal meetings to further cement an atmosphere of openness and trust. I and my team agreed to use the constant message of "You stay the same. We will integrate some of the systems into our global functions, but the local business and production will stay local."*

*Our meetings with the daughter Tiantian and the owner, Mr. Wang, were very fruitful, evolving into an increasingly open exchange about almost everything. Meeting with the other Taiwanese managers and the plant leader was more tiring due to language issues. If they couldn't find anybody in their team to translate, we often drank a cup of tea, smiled at each other, and left after 5 minutes. We finally employed a translator but having to split one person between the five of us didn't really work well. Almost without noticing, we gradually reduced the number of meetings. Towards the end, we still had a coffee break from time to time with Tiantian and Mr. Wang, but with nobody else.*



*The Chiang Kai-shek Memorial Hall in Taipei. Personal picture*

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*Our China consultant Dave had taken note of this when Peter and I met with him again to plan the first 100 days of the integration phase. He worried that the situation might potentially backfire, and when he learned that we could productively use the time between signing and closing, he proposed a culture team-building event two weeks after the signing in Taipei. We would put across our core message "You stay as you are." And Dave would take ownership of all other activities aimed at reassuring everyone that we were all singing from the same choir sheet.*

*And that's what we did! The workshop started really fruitfully with an elaborate Asian dinner with numerous Chinese rituals, karaoke and a tombola hosted by my team. We celebrated the signing with all the BU decision makers, the Taipei management and the Zhuhai plant leader. Dave facilitated in English and Chinese, supported by younger Taiwanese colleagues who spoke enough English to enable conversation at each table.*

*The next day started with a warm welcome by Peter, followed by introduction games to get to know each other and deepen our understanding of cultural differences. They were really fun and worked well with all of us. That was a great and reassuring start!*

*Then it was time for my official opening speech. I failed to notice that the atmosphere turned colder, nor did I understand why, but suddenly the Taiwanese faces became stern. Directly after my speech Frank, representing the Board in Germany, took over to introduce our company, its global activities and how Taipei and Zhuhai would fit into the bigger picture.*

*Then – I was dumbfounded – Frank started to talk about the integration plan. I wanted to jump up and interfere. How could HE talk about integration at this precious moment? Firstly, we had only signed the acquisition contract, but the officials hadn't yet given their consent for the closing. Secondly, it was OUR responsibility not his. But I didn't dare. If we Germans were seen suddenly to be having an open debate, it would leave a bad impression on the Taiwan side. I looked helplessly at Peter, and only then started to notice that the older Taiwanese managers were discussing intently with their translators and their voices were getting louder and louder. Dave came to my table: "Can we take a break of at least 15 minutes? Tiantian has asked for a separate discussion to clarify and appease the situation. I will stay with them, find out what's going on, and then inform you and your team."*

*Half an hour later Dave reported to us that the Taiwanese were irritated by me and Frank as neither of us had mentioned "us" and "we" at any time. All they had heard was how great the global player was, not a single word about Taipei and its contribution. And when Frank was talking about the integration, it became bluntly clear that Taiwan was to become 100% German in style. No more "you stay the same". The Taiwanese managers felt betrayed. All my reassuring words of the last 6 months were proving to be one big lie.*

*Dave felt the only chance to save the situation was to give them the stage to voice their upset. He said: "As long as they are willing to discuss with us, they want to cooperate. That's a good sign. But you have to listen to them patiently. No interruptions. No superficial replies. Instead, ask for another break to have a discussion within the German team, and only then come up with an answer. They want to be taken dead seriously."*

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*If you ever thought Asians were always calm, polite, reserved and peaceful, you would have been surprised by the uproar that followed! I was deeply affected by their emotional and point-blank remarks. They blamed me for lying to them, only thinking about my interests and endangering the whole integration. I had a hard time holding back. I would have loved to voice my thoughts about their too traditional and local style. None of the managers had made any progress in English so far, and we had invested quite heavily.*

## First Reflections and Reactions

What's your first "gut reaction" to the whole situation? What would you do in Susanne's position?

Why does the Taiwan and Zhuhai management clash with the German team, especially Susanne?

What efforts by Susanne and her team would be enormously fruitful both now and after this team building workshop?

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## What is the Core of the Issue Here?

A fact-based comparison of country, work, and leadership culture that Susanne's team did during the Culture Due Diligence, reveals key initial findings regarding hazardous differences that foster misunderstandings, tension, and conflicts. In our case, the widest gaps exist between:

- **Communication patterns:** Edward T. Hall's research [High context – Low context](#) gives insight into one of the biggest stumbling blocks in communication across cultures. The German low context approach prefers directness, straightness and facts, whereas the Taiwanese high context communication code stresses indirectness, politeness and relationship building.
- **Leadership styles:** In the expert culture of Germany, leadership is expected to be egalitarian.<sup>4</sup> Everyone gets clear decision-making scope and is expected to speak up if they have a different view. The leadership approach by the Taiwan and Zhuhai management is hierarchical. They make the decisions, they interact with the German team. What is specifically tricky in our case is that this hierarchical rule also applies for the managers vis-à-vis Susanne. As she is the leader, they don't question her suggestions as this would be viewed as a challenge in Taiwan and is therefore unacceptable. The same is valid for her decisions: discussing them would simply be inappropriate.
- **Values as honesty:** In Asia, Germans are known to be honest. That's one of the reasons why Mr. Wang approached his German customer (and not other partners) with the M&A inquiry. As Susanne seems to have lied to them all the time with her statement "you stay the same", the Taiwanese exploded.

All this information leads to a better understanding of culture difference, but rarely to a better handling of diversity. I speak from 30 years of experience in intercultural training.

Two tools are much more effective to handle difference and diversity, as they not only raise awareness but give specific advice how to train better culture competence. "The 9 Levels of Value Systems"<sup>®</sup> created by [Rainer Krumm](#) dives deep into **value differences**. I have frequently used the test in German-Chinese projects as its outcome is specific and pragmatic. If you want to learn more about it, send me an email at [info@danielafehring.com](mailto:info@danielafehring.com).

Today, I want to examine with you an even deeper level of our human texture.

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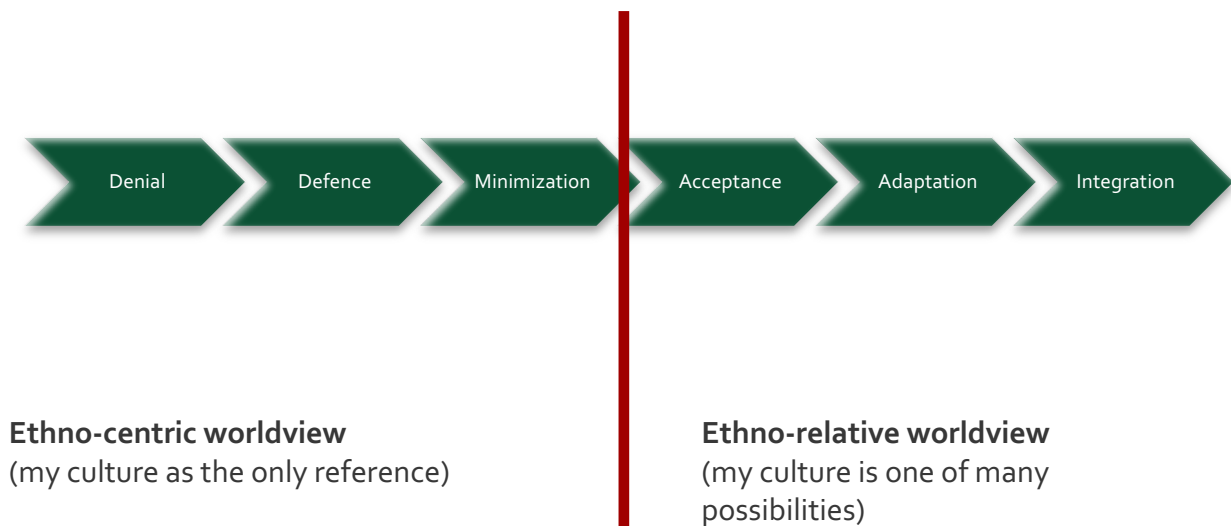
<sup>4</sup> Erin Meyer has written a brilliant book about culture differences: [https://www.amazon.de/Culture-Map-Decoding-People-Cultures/dp/1610392760/ref=sr\\_1\\_1?\\_mk\\_de\\_DE=ÂMĂŽÕÑ&crd=1ITPD9H6BEKDH&keywords=the+culture+map&qid=1686582760&sprefix=the+culture+map%2Caps%2C91&sr=8-1](https://www.amazon.de/Culture-Map-Decoding-People-Cultures/dp/1610392760/ref=sr_1_1?_mk_de_DE=ÂMĂŽÕÑ&crd=1ITPD9H6BEKDH&keywords=the+culture+map&qid=1686582760&sprefix=the+culture+map%2Caps%2C91&sr=8-1).

# High Performance Through Heart Coherence

## Ethno-Centric Versus Ethno-Relative Worldview

We all construct our own daily reality. There is no such thing as objective reality. We perceive it through our own subjective lenses. Even in the same family perceptions differ. Ask your sibling how he or she experienced childhood. In my case it makes me feel like I grew up in a different family!

[Milton Bennett](#) was sent to Vietnam as a student to help build up the country. His goodwill wasn't really helping until he realized what was at play. That's when he started to research culture differences, how they interfere, and how culture competence can be trained. His findings were published first in 1986 as **The Developmental model of Intercultural Sensitivity (DMIS)**, also called the [Bennett Scale](#).



In Milton Bennett's research and my own business experience of more than 30 years, people in denial or defence are hard to train.

People in **denial** have only a vague perception of "other" categories, which means that they can't differentiate. Normally they are completely disinterested in other countries. They might even deny that differences exist. Their own nation, their own culture is the only reference point for them. They believe that if everyone is like them, the world is in order.

People in **defence** realize that different thinking and action patterns exist, but they feel threatened by them. They defend their way of living as the best, and they openly declare to everybody: "It's my way or the highway". It's not rare for difference to be stigmatized or even aggressively persecuted. Populists and nationalists act out of this position.

So far, I haven't come across these individuals in global corporations, but if small to medium-sized companies start to internationalize or a company is acquired, that has mainly local or regional business as in our case, you can be faced with managers and staff on this level. So better check before investing!

# High Performance Through Heart Coherence

## **About 70 % of employees in global corporations are at the level of “minimization” or “acceptance”**

Minimization means that my own culture is still my point of reference, but differences become “interesting” – at least some of them. It’s great to eat Korean kimchi or Szechuan food with chopsticks, but the typical statement of minimizers – “Ultimately we are all humans” – shows that more difference isn’t appreciated. At work level, especially, their tolerance doesn’t last long, and learning foreign languages as well as communication in general are often an issue.

An important change of perspective doesn’t start until the stage of acceptance: Other cultures are perceived as an equally OK way to live, just not for me. Differences are identified, categorized, accepted and actively applied in daily work. People at this stage are curious and eager to learn more. They are also ready to challenge their stereotypes and prejudices.

At both levels diversity training is highly effective. Additionally, specific team events raise awareness and willingness to collaborate – if the event is well prepared and facilitated by moderators who get the signs of tensions at an early stage to intervene adequately.

## **Only about 20 % of employees in global corporations can be described as cosmopolitan.**

People at the stage of “adaptation” and “integration” have a diverse circle of friends, speak several languages, and love to explore foreign cultures.

At the **adaptation** level, people have the competency to consciously adopt attitudes and behaviours of other cultures. They use appropriate manners in every situation as they know exactly how to express empathy, how to get their idea across, how to voice their own opinion and how to balance tensions. Their slogan is: “When in Rome, do as the Romans do”.

The most ethno-relative position is **integration**. People at this stage have incorporated complex self/other categories into their personal identity and their approach to making decisions. Diversity and difference are per se an additional benefit. With their talent for bringing everyone’s uniqueness into play and using the differences to innovatively add value, they are the true bridge builders of the next phase of globalization.

## **Integrators are ideal bridge builders**

With their acute listening skills, their eagerness to explore and engage in mutual dialogue, they easily counter compartmentalization and xenophobia. Their inclusiveness invites other members to engage in collaboration and knowledge sharing.

Integrators and High Performers together ensure the success of any global team because they aim for win-win situations. They embrace challenges and conflicts as a stimulus to mutually learn and find better solutions. Their every move enhances global understanding and commitment, which leads to trust – the greatest asset of all.

### **The questions, we face in our case are:**

- Is anybody aware of the difference in worldviews – not only culture?
- Who is trying to bridge the differences besides Dave?
- Who should be made an ambassador of integration?

# High Performance Through Heart Coherence

- Who cares about maintaining ongoing communication with the managers in Taipei?
- How could the Taiwanese be motivated to play a much more active and decisive role?

An extended workshop is a good starting point, where everybody learns about differences and commonalities, exchanges views openly, and discusses ways to overcome the most challenging issues. But without continuous action afterwards, the effect of the workshop vanishes within a short time span.

**Daily efforts are needed to establish a mutual – and enduring – work style and leadership culture – and the ethno-relative people in your team are made for this!**

## Your Key Insights

What have I learned about the impact of different mindsets?

How does it impact my current team?

What concrete actions could raise my own and my team's ethno-relativity?

## Chapter 3: Close to Apoplexy!

### REFLECTIVE QUESTIONS

Have you ever come close to having apoplexy in your work life?

What happened, and how did you solve the situation?

When did you last feel in flow, in union with others creating with ease?



# High Performance Through Heart Coherence

## The Case Part 4: My Heart is Beating Unbearably Fast!

*After this mighty uproar, I felt like I was sitting in front of a delicate, but broken Ming vase. I had been called a liar. This word resounded endlessly in my head like a scratched record. Could this situation ever be resolved? Were all my efforts to no avail? Because so many thoughts were spinning around my head, I asked the Taiwanese team for a 2 hour break for reflection with my team. We agreed to meet again at 3pm.*

*When I opened the team meeting, Karin confronted Dave: "You told us the Taiwanese would sing from the same choir sheet as ourselves again if we allowed them to let off steam. Now the whole venture seems at risk! How could you give us such bad advice! What a mess!" That's when Bernhard lost his temper: "This outcome has been simmering for a long time. There is enormous mistrust between us. In fact, I can't take their "politeness" any longer. They beat about the bush; they keep facts from us. I would strongly advocate taking a very close look at the risks we are taking here! We need to question the whole "adventure" of integrating this enterprise! But at the same time, Susanne, you need to seriously examine your leadership style, too! How come you rarely ask for my experience or opinion about anything? Your ambitiousness is eating up the team and probably jeopardizing the project. You look neither right nor left. Instead, you charge through the whole procedure, hell bent on efficiency. It's all about you, not us." Lukas added: "That's exactly how I feel! Why am I accepted when you want me to deliver data to you, but you never involve me in any of your decisions?" Marcel said: "You, Peter and Dave work like a secret society keeping all the information to yourselves. You never ask for my feedback on our integration process or collaboration issues. Not even in such a precarious situation. Yes, you're the boss, but I didn't expect us to adopt an almost Taiwanese style of hierarchy!"*

*"What.....?" I was speechless. Rage and disappointment rose in me. I felt the blood rush to my head. It felt like a blow to the heart! That was what sitting in a glasshouse felt like! Not just the Taiwanese; even my own team were stabbing me in the back.*

*That's when David calmly intervened and talked about "heart coherence" for the first time. I felt even more irritated. I accept that we have to spend time with Asians to build relationships and trust, but what did the heart have to do with this situation? My heart is for my family and friends whereas in business it is brains and speed that count. But Dave kept going on about it. So I asked him: "What is heart coherence, and why should I care about it at this time when we have real issues at hand that need fast and factual solutions?"*

*He replied with a faint smile: "That's exactly why the heart matters most right now. The issues your team just voiced resemble those I heard at the last meeting in Taiwan. They are quite fearful of you and the whole rush. They appreciate your business drive and result orientation but felt they were not being given a single minute to speak up." "That's not fair", I responded. "Every time I'm there, I have a cup of tea with the managers. I would be more than happy to hear their feedback. But as they don't say anything, I leave after 5 minutes. And why didn't Tiantian or her father speak up at our lunches?" "The time you spend with them is too short for delicate feedback", Dave replied. "That's not enough time for Asians to speak up. You have a strong focus on speedy results, which everyone appreciates, and is maybe the reason why you have frequent decision meetings between just yourself and Peter, and sometimes myself. But the acquisition process will suffer badly if the team and Taiwan feel excluded. Let's solve the emotions and*

# High Performance Through Heart Coherence

*tensions now, before the signing, not later. It's time to listen to your team and later Taiwan, and your heart is key to this!"*

*I still felt overrun by my team and was not really willing to accept the fool's role, but I certainly didn't want the acquisition to fail. It was key to me and my career. Hence I asked Dave: "OK Dave, what do I do? Sorry guys: how can WE work this out?" Dave answered: "We have two issues to settle. One is the emotions, even aggressions, that are running high. I would like to set up a workshop for tomorrow to talk about anger, frustration, annoyance, and how we can build up tension tolerance both within the team and with the Taiwanese. But for now, I would like to focus your attention on a topic that is often neglected in the result-oriented West..."*

*He went on: "Would you ever build relationships with friends with a clear vision and strategy as well as a detailed roadmap in mind? Probably not. You would listen to your heart, you would look for common interests, fun, laughter. It's not your bright brain that tells you: "This is the right partner! I checked him/her out." It's your heart that beats, it's your gut that speaks. That's one aspect of heart coherence. But there's more in this concept, so let's dive a bit deeper!"*

*"Have you ever heard your heart speak during the last few weeks? And did you take time to listen to it? Or the heart of a team member, Tiantian, or other managers? I guess not. You were way too busy with facts and figures, numbers and plans. But your heart has ears<sup>5</sup>, so let's see how we can make use of them!"*

*"Sensing your own and others' hearts requires daily training. A "quick and dirty" once is enough approach will not do it. Hearing and sensing the heart in others", Dave added, "is especially relevant in Asian cultures. Expressing negative feelings or criticism is not the done thing. YOU have to feel it, and then you have to act on it – without feedback to them! Good "heart detectors" are approachable and benevolent. They invest time to deepen relationships, to foster openness and trust. In fact, their greatest ability is to listen closely and to sense deeply. That might also be important for your team right now."*

*My team did indeed look less tense and so we dived deeper into the topic:*

- *How could I and we become better listeners, both to our own and the hearts of others?*
- *What is compassion, and could it really help me / us to navigate all the challenges ahead?*
- *Why should we dance to the same beat at meetings? To achieve what?*

*When I voiced my biggest worry – that I might have to throw my business acumen, result orientation and focus on target achievement overboard in order to become a heart coherent leader – the team made me take a look at my bossy side. I have to admit I do love to be in the driver's seat. I like to take decisions – even under pressure and at short notice. It comes naturally. It is what has brought me forward and enabled me to win this acquisition.*

*But the team also confronted me with the fact that I happily accept the influence of superiors, such as Peter, but tend to neglect the stances and perspectives of my team members. One reason being time pressure. If others are slowing down the decision process, I become very impatient and direct! "That is a feeble excuse", said Bernhard. "You don't see or treat us as equals, but rather as factfinders and diligent implementors of your decisions. You let us do the hard work, but you don't let us lead."*

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<sup>5</sup> This information can be found in [Dr. Friedl's entertaining book](#) on page 221 – in the German version. The book in English can be found [here](#).

# High Performance Through Heart Coherence

*He was right. I liked to work with teams, but only as their leader. I have probably always been too ambitious to make an inclusive team player. I had my doubts as to whether I could change that attitude rapidly. But the discussion gave me an inkling of how to solve our current conflict. I informed Bernhard, Lukas, Marcel and Karin that from now on 70% of the meetings formerly between Peter and myself would in future be team meetings. That would ensure that we were all on the same page when it came to procedures and that Bernhard, Lukas, Marcel and Karin would have a say in more decisions.*

*My suggestion calmed the atmosphere, so we started to discuss how to proceed with the Taiwanese and the Zhuhai plant manager. How could we make use of heart coherence in the forthcoming meeting with the Taiwanese? Could we even move together to the same heartbeat?*

## How Could This Story Proceed?

*Imagine you are being asked to write the storyboard to bring this movie to an end.*

What could happen in the upcoming meeting?

Would Susanne be able to adapt, and if yes, in what way?

How would her teammates behave, how would the Taiwanese react?

*You can send your plot to [info@danielafehring.com](mailto:info@danielafehring.com), and we'll have a free 40 minutes' discussion.*



*Entry to the Peace Park in Taipei. Personal picture*

# High Performance Through Heart Coherence

## Heart Coherence is the Quantum Leap to High Team Performance

Since the first Corona lockdown in early 2020 we have been faced with closed borders and supply chain difficulties, which have prompted a call for localization. The Russian assault on Ukraine has turned former friends back into enemies and given a boost to nationalization and thinking in black or white. This worldwide and collective stance is exerting massive pressure on global leaders and multinational teams – both at work and privately as family members and friends question the meaningfulness of global collaboration.

We are at a radical crossroads. We can succumb to the illusion that small nations and local business keep us safe from bigger threats or we can take a deep breath and advocate globalization and localization, nations and cross-regional contracts. Which, however, is only possible if we keep our hearts open! It's not our rational analysis, but our consistent hearts that compellingly encourage our families and friends to travel again – responsibly – to discover different ways of living and to learn from them.

**It is our heart power that convinces our business partners  
to stay open and tolerant.**

I don't know about you, but I absolutely love working with people from different nations and diverse backgrounds. Their approaches enrich my life. Their points of view give me the chance to reflect on my own position. Our exchange has enhanced my humanness and consciousness. Our collaboration has taught me humbleness and tolerance. And that's why I strive wholeheartedly to foster both ongoing global exchange and co-creation.

What you do with your heart directly affects your environment. It resonates with everyone around you. Watch an orchestra or a choir when they perform together and for one another (as well as the audience). They come across as one body, and if we were to measure their heartbeat we would find them to be in tune. Their heart coherence is in sync.

It is the unity of their uniqueness and their mutual goal – an outstanding performance – that produces a connection on a very deep level, pure flow. This unison sparks high performance. The question is: How can you achieve a similar result?

**Are you – like Susanne – ready to learn the ropes of heart coherence?**

Although it is not an easy path, it is worth every minute as the pioneer in scientific research has proven over the past 30 years. The [HeartMath Institute](https://www.heartmathinstitute.com/) has found that:

***"During stress and negative emotions, when the heart rhythm pattern is erratic and disordered, the corresponding pattern of neural signals traveling from the heart to the brain inhibits higher cognitive functions. This limits our ability to think clearly, remember, learn, reason, and make effective decisions. ... In contrast, the more ordered and stable pattern of the heart's input to the brain during positive emotional states has the opposite effect – it facilitates cognitive function and reinforces positive feelings and emotional stability. This means that learning to generate increased heart rhythm coherence, by sustaining positive emotions, not only benefits the entire body, but also profoundly affects how we perceive, think, feel, and perform."***

# High Performance Through Heart Coherence

Just take a few minutes to reflect on the following questions:

- How do you react if someone listens closely to what you are saying, if you get the feeling that the listener honestly cares about what you have to say?
- How do you feel if you are invited to share your experience, if others are eager to learn from your approach?
- How fast does your heart beat if you get the chance to develop ideas that advance the whole team, maybe even your company and the environment?
- How effective are you when you feel in your element, in full flow with your team?
- What might happen if you were to afford the same service to your team members? You pay sincere attention to what they are saying, you want to learn from their experience, you give them the chance to develop their own solutions.

## **It is YOUR HEART that makes your team stretch and outperform, not your brain!**

In January 2020, I had the good fortune to accompany a global leader with his freshly built global team. We started with a face-to-face workshop in Germany to discuss diversity challenges, (virtual) collaboration tools as well as issues arising from the side-effects of distance, invisibility and time difference. In March we went into Covid-19 lockdown. After overcoming the initial shock and establishing new home office lines, we were able to focus on the development of the team again.

I introduced them to the heart coherence activities you'll find in chapter 6, albeit with unexpected side-effects: it not only raised their presence and focus, but also strengthened their mutual care and resilience. Which enabled us to get through the whole Covid period much more easily.

Our journey up until now has shown me how effective heart coherence is if taken seriously and supported by top management. Team members feel cared for, they show up, they enjoy co-creating and performing, and this team has come up with products and services that were highly appreciated by customers.

The leader in the above example learned to listen to his heart, to feel and reflect on the impact of his emotions, and to sense other people's heartbeats. He created safe spaces for connection and conflict issues that enabled everybody to speak up openly. He activated the language of diversity, potential and respect to increase inclusion and participation. His appreciation, commitment and care encouraged greater emotional stability, increased mental focus, improved cognitive function, and – last but not least – resulted in higher performance. When I asked for his feedback at the end of our cooperation, he told me: "You have helped me become a conductor of a global orchestra. I have developed a different respect for my team. Without the team, I am nothing. If I serve the team, we all profit."

If we love doing what we do, we thrive and we help others grow. If we stretch even further and respect everyone along the whole supply chain, we create products in resonance with them and us. These goods and services enhance the lives of customers as they are full of vitality.

# High Performance Through Heart Coherence

## Your Key Insights

What have I learned?

What skills would I like to develop? And what are the next three steps required to build these new capabilities?

## Chapter 4: 1 Year Later

### REFLECTIVE QUESTIONS

What would you like Susanne to have learned 1 year from now?

What would you define as growth fields for Susanne's team members as well as the Taiwan managers?

# High Performance Through Heart Coherence

## The Case Part 5: One Year Later...

*After the meeting with my team, I took the first short break in 2 years. I invited my family to go on a hiking tour in the stunning Hehuashan National Forest Recreation Area. Being together with my loved ones surrounded by spectacular mountains, and feeling my heartbeat, my muscles and my tired body in the evening again, made me fall into bed at nights in silent awe of life. My family was so cute and caring. My over-engaged brain got the break it urgently needed.*

*Before leaving for the mountains, I had asked Peter to come to Taipei for a detailed analysis of the past to learn from the lessons, and to look at the status quo and examine the future necessities and options. Peter's last day was offered to the team for a first meeting. That's when we all decided that my team would organise the workshop with Taiwan and Zhuhai, and that I would be just a participant, a kind of patron. We also discussed who would establish closer ties with which of the Taiwan managers. At which point Karin pleasantly surprised all of us. She loves to look beyond her own nose and engage with people from different fields of expertise, so she applied for the liaison job. Marcel invited Bernhard to discuss with Tiantian and her father the various options for establishing closer contact with the Zhuhai plant manager. I was deeply touched by their commitment to raise the cooperation to a new level.*

*I also asked Peter for a personal coach to develop my personality and leadership competencies for my specific global context. The 1 year program my coach designed for me was pragmatic and deep. A tool from the HeartMath Institute gave me an immediate and cruelly honest feedback on any motion. Whenever I thought I was being cool, it showed that I was nervous and agitated and that my blood pressure was higher than expected. The coach helped me to understand when my heart and brain interfere with each other, and what they need to support each other's ability to function. I finally understood that involving my heart and gut in the decision-making process tended to result in more sustainable conclusions.*

*Two parts of the program, the "Yin & Yang journey" and the "Global Enabler" caught my attention, as one is deeply rooted in the Chinese culture and based on General Sunzis words: "If you know your antagonist and yourself, you need not fear the result of a hundred battles." The other one focusses on the development of a cosmopolitan mindset. When I gave Tiantian an account of both, she proposed that each manager takes the journey to deepen the self-knowledge, self-management and the global knowhow and management skills.*

*My team showed more and more appreciation for my willingness to listen to and incorporate their suggestions. To my surprise, their engagement gave me much more time to focus on strategic topics, a development that was much valued by one of the board members according to Peter.*

*The Taiwan plant manager, Tim Wong, started to organize company dinner parties to celebrate local festivals and specific achievements. As we met more frequently with the Taiwanese, we started to get to know their families and their stories. We even started to joke with each other! There was just one "fly in the soup": the Zhuhai plant manager didn't really open up to Marcel and Bernhard however hard they tried. Finally, Tim Wong promised to take over and to "streamline" Zhuhai. We didn't dare to ask how. Maybe sometimes you have to let the Chinese solve things the Chinese way?*



# High Performance Through Heart Coherence



Personal picture

*We still weren't living a fairy tale – especially as politics between the PRC and Taiwan started to seriously impact us – but I slowly got the feeling that we might evolve more into "one team" day by day, especially when Karin and Tiantian told me independently: "Pretty much all of me has a place here."*

*What I was most relieved about: we stopped being busy with our internal struggles, and re-focused on the market's demand.*

*When I sometimes look back at the bumpy beginning, I am deeply grateful to Dave's introduction to "heart coherence". I have come to trust the willingness and ability of the people around me to accept and solve challenges, and to adapt to new situations. Let's see where we stand a year from now.*

## First Reflections and Reactions

What are important lessons learned and milestones for Susanne and yourself?

What aspects would you like to deepen to stretch your competencies and capacities for your global team?

# High Performance Through Heart Coherence

## My invitation to you

*Join me on a heart coherence growth journey to make your team a global champion.*

Naturally, you have the talent to achieve this on your own. This workbook provides a lot of guidance. But if you are a parent, you know how tedious it is to establish new rituals. It takes a daily effort and repeated calls to action, before new routines become an effortless habit with your kids, such as brushing their teeth twice a day, getting up at a certain time to catch the bus to school, etc.

The same goes for us grown-ups. All new habits that we want to integrate into our life, need to be practised daily, before they become effortless.

That is why tennis players such as Iga Swiatec or Novak Djokovic work closely with sparring partners and coaches. They are challenged with leveraging their full potential on a court – as you do every day. Needless to say, [Novak Djokovic](#) practises tennis every day, but doesn't just focus on improving his technique. Mental and emotional capabilities are just as important to him as they increase his stamina. Exactly the same holds true for leaders of global teams who want to enhance their own performance as well as that of their teams.

I just assume that you have developed the "hard skills" your job requires. But what about your mental, emotional and spiritual qualifications? How resilient are you under constant pressure and in crisis situations – the "new normal" of today?

As we have seen with Susanne, she was too self-confident and fully relied on her past experiences to manage the responsibilities ahead. Before taking on her new responsibility, she could have studied the tennis players to ask herself:

- How does Novak Djokovic become and stay top seed, and for more than a decade?
- What does Iga Swiatec do in defeat?
- How did Iga Swiatec motivate herself at the start of her career and how has this changed over time?
- How does Novak Djokovic sustain his performance level when he has already won all possible tournaments?
- And – last but not least – how would I like to emulate their approach?

A global leader is under constant scrutiny. The delivery of results comes always first. Have you informed the team profoundly? Are they committed to the targets? Do they work in sync with each other or are they out of sync? For what reason?

At the same time, it is your diversity management skills that are put to the test, at other times, your tension tolerance or bridge-building capabilities.

# High Performance Through Heart Coherence

That's why I developed a practical, hands on and down to earth growth journey for leaders who want to become heart coherent global champions who truly care about the growth of their worldwide teams. The aim is to perform high together and for one another.

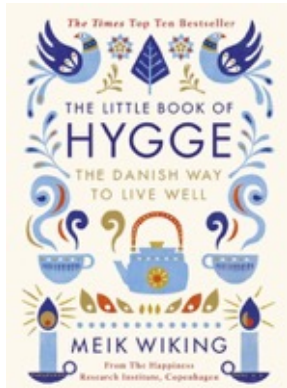
## The Global Champion's Growth Journey



If you want to learn more about this life-changing journey, send an email to [info@danielafehring.com](mailto:info@danielafehring.com). Before our first 30 minutes' meeting at no cost to you, I will send you a detailed questionnaire, which enables us to dive directly into the topics that are of most value to you.

# High Performance Through Heart Coherence

## Who Has Inspired Me? Literature & Movie List



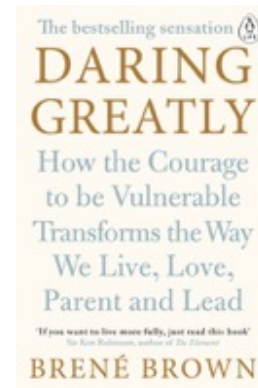
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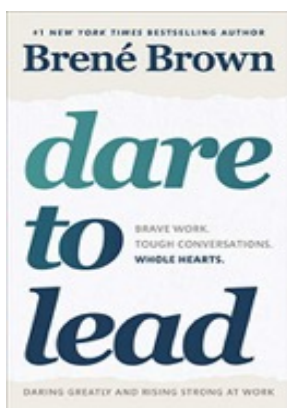
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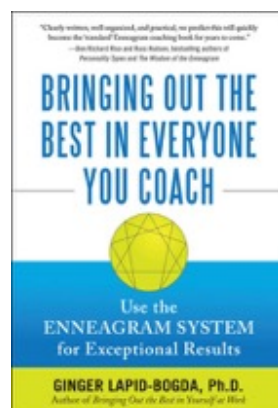
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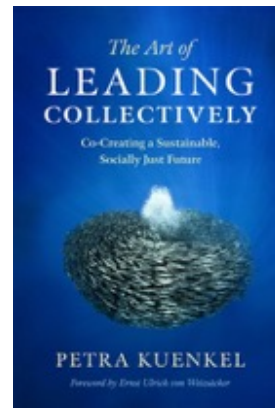
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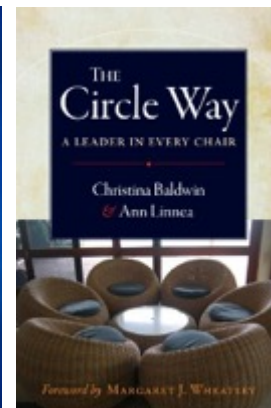
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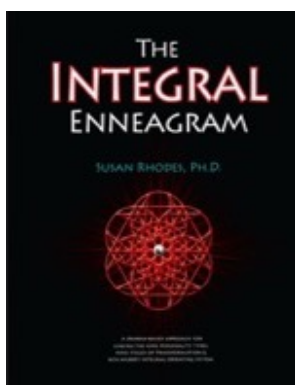
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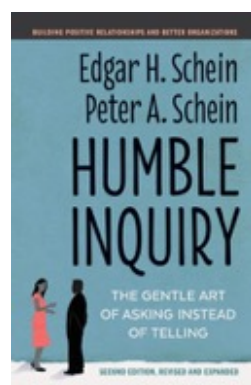
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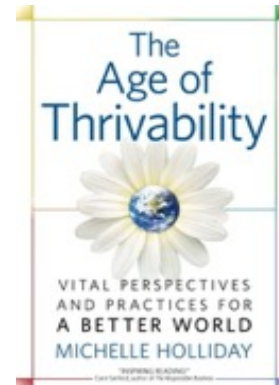
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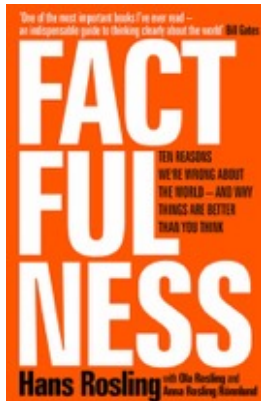


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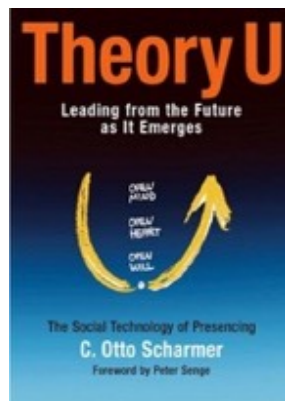


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# High Performance Through Heart Coherence



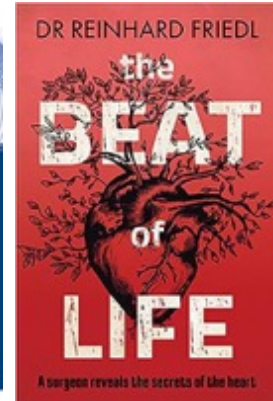
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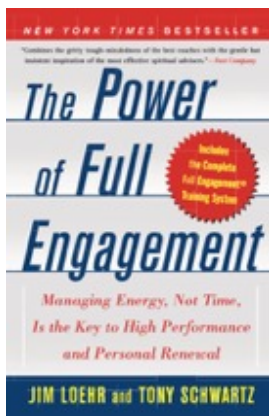
Theory U



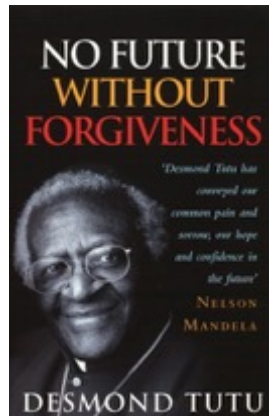
Existential



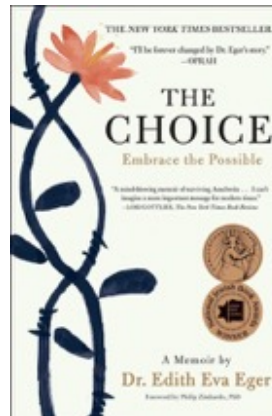
Heartbeat



Power



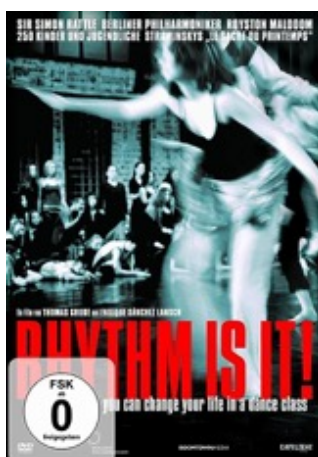
Forgiveness



Choice



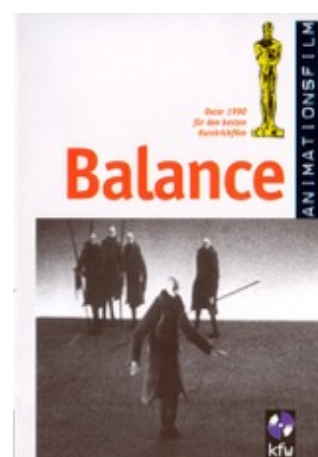
Neuroscience



Rhythm



Human



Balance

## About the Author

### Daniela Fehring



I am a Swiss sinologist based in Kronberg, Germany. After studying at the University of Wuhan in China from 1988 to 1990 and graduating from the University of Zurich in 1994, I worked for a Swiss bank in Shanghai. As the assistant to the Branch Manager, I was also responsible for building HR in a purely Chinese language context.

In 1996, I married and moved to Kronberg. There, I started my independent cross-culture consulting company, helping European companies to succeed in China and Asia. From 2000 onwards, I facilitated cross-cultural team workshops for global and purely virtual teams, coached Chinese and European leaders and resolved a strike at a plant in China. Several multi-national M&A projects followed, where I took on various roles as moderator, coach and mediator.

In 2013, I published a book about „Chinese-German M&As“ in German, which was followed by a Chinese version co-authored with my colleague Sandy Zhang in Shanghai. Together with my colleague Edgar Wang, I wrote a chapter for the „Handbook of Human Resources Management“ in 2015 called „The Risks and Chances of German/Chinese Mergers and Acquisitions“. My third book in German was published in 2019: „Re-Thinking Globality“. The three books are no longer available on the market.

In 2020, my life as a coach, trainer, facilitator and mediator came to a sudden halt. Covid-19 made flights impossible, and China became rather unpopular. This time, it took me longer to adapt and re-invent myself. It is thanks to my husband, his family and the training in Existential Analysis, that I was able to explore new ground, expand, and give the “old” a fresh outfit.

As a “[good ancestor](#)” for my nine grandchildren and their children to come, I don’t just think about or discuss change, but I make it happen. I am more than happy to contribute to the worldwide increase of “together and for one another” in my role as a sparring partner to global champions, a source of global knowledge and experience, a curious explorer of future possibilities and a designer of MOMuments – spaces of enriching global encounters.

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