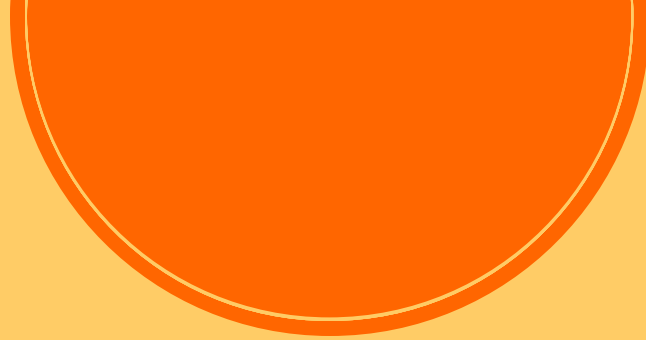


WELCOME!

Jan McLaughlin, CSP
Your Communication Connection



Leader as Influencer:

impression management in the spotlight

Marshall Goldsmith

What Got You Here Won't Get You There

“Almost everyone I meet is successful because of doing a lot of things right, and almost everyone I meet is successful in spite of some behavior that defies common sense.”

**People are promoted for technical,
operational and intellectual reasons,
but fail for emotional ones.**



Daniel Goleman, Fortune, 1998

The image leaders convey has a significant correlation to perceptions of their leadership skills.



Study of 150 executives who attended the Center for Creative Leadership's Leadership at the Peak program

**...different situations call for
different types of leadership.**

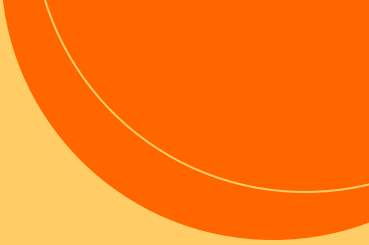


Daniel Goleman

Harvard Business Review, 2004

Effective leader?

Ineffective leader?



**“The greatest problem with
communication is the
assumption that it has
taken place.”**

—George Bernard Shaw

Important factors in communication

- Intent**
- Criteria, Expectations or Needs**
- Content**
- Process**

IF our message is incongruent

How we look **55%**

How we sound **38%**

Words we choose **7%**

Body language and facial expressions

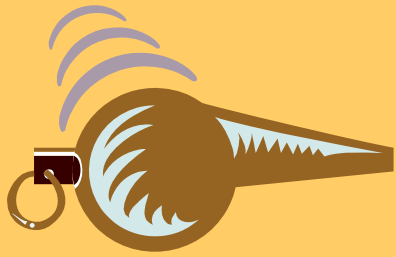
- **Meeting one-to-one and face-to-face**
- **Leading a meeting**
- **Speaking in front of a group**

**What facial expressions,
gestures, body language
or posture might you
display that could be
misinterpreted by others?**



Listen to your voice

1. Listen to your voice mail message
2. Rerecord your message
 - a. When you're **not** smiling
 - b. And when you *are* smiling!
3. Next time you leave a message—and have the option—play it back



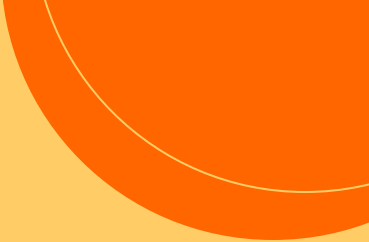
The sound of your voice

- Tone
- Volume
- Pace
- Pitch
- Articulation

**What message might
your tone of voice
send to others?**



**Is it effective at
influencing others?**



“The right word may be effective, but no word was ever as effective as a rightly timed pause.”

—Mark Twain



**An upcoming presentation
or conversation in which
you could use the
power of the pause to
influence your audience?**



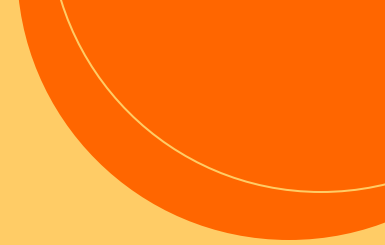
Get grounded before you start



Talk to one person at a time

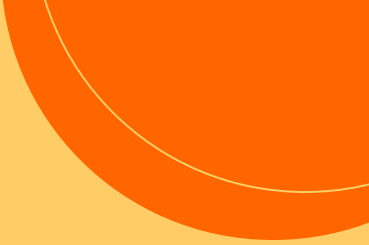


And remember to breathe!



“Stories stick in the brain in a holistic way, better than charts, numbers and concepts. As a result the probability that the message will have an impact on behavior goes up.”

—John Kotter



**“Most people do not listen
with the intent to
understand; they listen with
the intent to reply.”**

—Stephen R. Covey

**What might you do that
could distract people,
suggest that you're not
listening or be
misinterpreted?**



"...your image is a tool for communicating and for revealing your inherent qualities, your competence, abilities and leadership.

It is a reflection of qualities that others associate with you, a reflection that bears long-lasting influence in your bid for success."

—James Gray, Jr.
The Winning Image

In a study of more than 2,000 managers from 12 large organizations, 81% of the competencies that distinguished outstanding managers were related to emotional intelligence.



Richard Boyatzis, 1982

Which component provides you with the greatest challenge?

- Consider which situations and/or what personality types.

The Five Components of Emotional Intelligence at Work

	Definition	Hallmarks
Self-Awareness	the ability to recognize and understand your moods, emotions, and drives, as well as their effect on others	self-confidence realistic self-assessment self-deprecating sense of humor
Self-Regulation	the ability to control or redirect disruptive impulses and moods the propensity to suspend judgment—to think before acting	trustworthiness and integrity comfort with ambiguity openness to change
Motivation	a passion to work for reasons that go beyond money or status a propensity to pursue goals with energy and persistence	strong drive to achieve optimism, even in the face of failure organizational commitment
Empathy	the ability to understand the emotional makeup of other people skill in treating people according to their emotional reactions	expertise in building and retaining talent cross-cultural sensitivity service to clients and customers
Social Skill	proficiency in managing relationships and building networks an ability to find common ground and build rapport	effectiveness in leading change persuasiveness expertise in building and leading teams

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What Makes a Leader? by Daniel Goleman

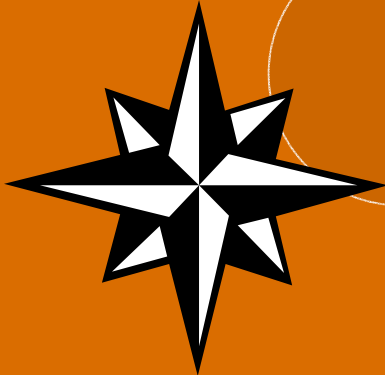
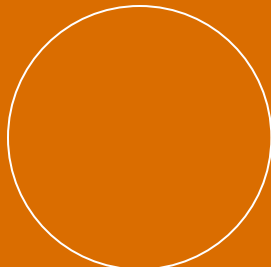
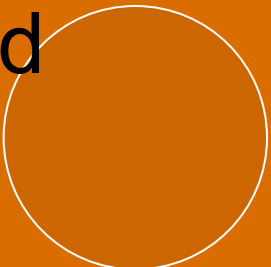
Leader as influencer— excellence for me

Intention vs. impact

managing the impression



In the last thirty days, what opportunities have you had to manage the impression others have of you?

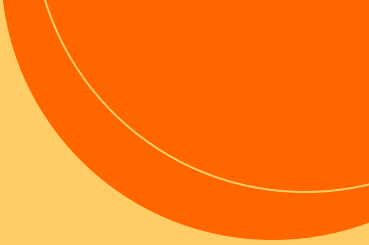


In the next thirty days, what opportunities will you have to manage the impression others have of you?



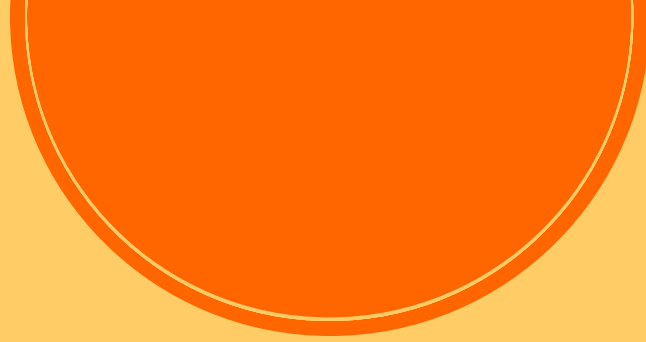
Intention vs. impact

- ❑ **What will the situation be?**
- ❑ **What do I need to accomplish?**
- ❑ **Who is the audience?**
- ❑ **What will influence or persuade them?**
- ❑ **What do I need to focus on regarding my nonverbals?**
- ❑ **What reaction do I expect the audience to have?**



**“Insanity: Doing the same
thing over and over and
expecting different
results.”**

—Albert Einstein



Provide feedforward
accept feedforward

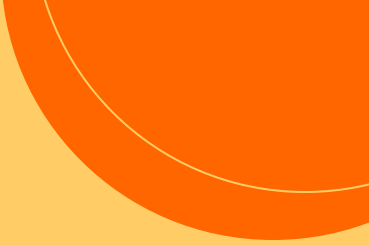
Feedforward

- ❑ Pick one behavior you'd like to change
- ❑ Approach as many people as possible to ask for two suggestions
- ❑ And, give them two suggestions
- ❑ The only responses are “Thank you” and “You're welcome”
- ❑ The entire process of both giving and receiving feedforward usually takes about two minutes.
- ❑ The average participant has 6 – 7 dialogues

Your action plan

What is one thing I can...

- Stop doing?
- Keep doing?
- Start doing?
- One critical relationship I need to build?
 - What can I do to begin building this relationship?
 - When can I commence?



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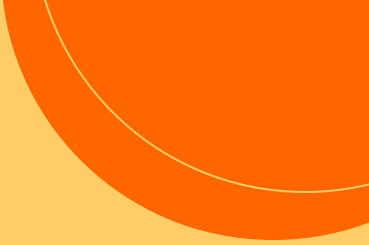
—Marshall Goldsmith

**...different situations call for
different types of leadership.**



Daniel Goleman

Harvard Business Review, 2004



**“Nothing great was ever
achieved without enthusiasm.”
—Ralph Waldo Emerson**

Thank you!

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