

Leader as Influencer: *impression management in the spotlight*

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Communication: a matter of perception



4 important factors in communication

1 Intent

Purpose—what you want to have happen

2 Criteria, Expectations or Needs

Relevant factors to be taken into consideration

3 Content

Subject—what you end up talking about

4 Process

How we look _____ %

How we sound _____ %

Words we choose _____ %

Common deviations from our intent:

- Defending ourselves
- Saving face
- Seeking revenge
- Avoiding embarrassment
- Wanting to win

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

—George Bernard Shaw

IF our message is incongruent!

Body language and facial expressions



What body language, facial expressions, posture or gestures would be valuable to project in the following situations and which would we want to avoid?

Use gestures to:

- Emphasize a point
- Appear more confident
- Build rapport

Avoid gestures that are:

- Aggressive
- Extraneous
- Communicate resistance

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

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1. Meeting one-to-one and face-to-face, including demonstrating that we are listening to the other person

■ Project

■ Avoid

2. Leading a meeting

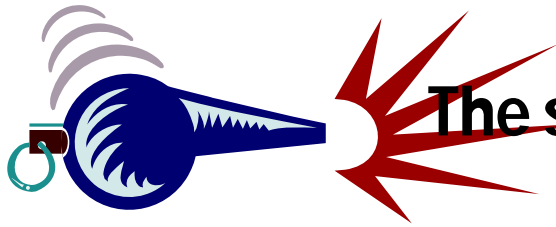
■ Project

■ Avoid

3. Speaking in front of a group

■ Project

■ Avoid



The sound of your voice

Listen to your voice:

1.
2.
 - a.
 - b.
3.

Check your:

- Tone
- Volume
- Pace
- Pitch
- Articulation



Vary your:

- Volume to emphasize contrast
- Pace to emphasize key points
- Pitch to create interest

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

—Mark Twain



Do you have an upcoming presentation or conversation in

which you could use the **Power of the Pause** to influence your audience?

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- Resonance: breath control—diaphragm breathing
 - Sit quietly—with both feet on the floor if in a chair, perhaps legs crossed if on the floor
 - Relax hands—hold nothing—resting them on knees or in lap
 - Close your eyes
 - Initially, for practice, place one palm flat on the front of your waist between the bottom of your ribcage and your abdomen. Place the other at your collar bone.
 - Breathe in through your nose with your mouth closed
 - Feel your rib cage expand as your shoulders remain still (that's your diaphragm expanding)
 - Exhale slooooooowly through your slightly open mouth—pulling your diaphragm toward your spine.
 - Now try inhaling to a count of 3. Hold for 1 count. Exhale to a count of 3. Hold for 1 count.
 - Breathe rhythmically

Consider your challenges vis-à-vis Emotional Intelligence

We know what a person thinks not when he tells us what he thinks, but by his actions.
—Isaac Bashevis Singer

5 main components of Emotional Intelligence

- Self-Awareness
- Self-Regulation
- Motivation
- Empathy
- Social Skill

Source: Daniel Goleman, *What Makes a Leader?*, Harvard Business Review, January 2004

We are not just our behavior; we are the person managing our behavior.
—Ken Blanchard



Which of the five main components of Emotional Intelligence provides you with the greatest challenge? Which aspect of that component? In other words, what could you focus on to become a more effective leader?

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Consider:

Situations:

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Personality Types:

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Ask for suggestions—from people whose opinion you value—for how you could meet these challenges and improve in this area.

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Intention vs. impact—managing the impression



Focus on one of these opportunities—especially your intent and process. You'll want to think about the person's (or group's) criteria, expectations and needs and you probably have the content covered!

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

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

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1. What will the situation be?

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2. What do I need to accomplish? My intent?

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3. Who is the audience? Who will be involved?

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4. What will influence or persuade them / their criteria?

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5. What do I need to focus on regarding my nonverbals?

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6. What reaction do I expect the audience to have?

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What are some nonverbal signals they may send that will give me clues as to their reaction?

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Use feedforward to get quick tips on improving



Insanity: Doing the same thing over and over and expecting different results.
—Albert Einstein

The behavior I'd like to change...

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Note: The exercise typically lasts for 10-15 minutes and the average participant has 6-7 dialogue sessions.

You grow up the day you have your first real laugh at yourself.
—Ethel Barrymore

1. Pick **one behavior you'd like to change** which would make a significant, positive difference in your life. For example, *"I want to be a better listener."*
2. Approach as many people as possible to **ask for two suggestions** on how you might accomplish the change. For example, you say, *"I want to be a better listener."*
3. Ask for *feedforward*—for two **suggestions for the future** that might help you achieve a positive change in your selected behavior. You are not allowed to give ANY feedback about the past. You are only allowed to give ideas for the future.
4. Listen attentively to the suggestions and take notes if you like. You are not allowed to comment on the suggestions in any way, to critique the suggestions, or even to make positive judgmental statements, such as, "That's a good idea." *The only response you're permitted is, "Thank you."*
5. **Thank the other person** for their suggestions.
6. Ask the other person what they would like to change.
7. Provide *feedforward*—two suggestions aimed at helping them change.
8. Say, "You are welcome" when thanked for the suggestions. ➔ **The entire process of both giving and receiving *feedforward* usually takes about two minutes.**
9. Find another person and keep repeating the process until the exercise is stopped.
10. After compiling all the suggestions, decide which ones make sense and how you can work to implement them.

<http://www.marshallgoldsmithlibrary.com/docs/articles/Feedforward.doc>

Marshall Goldsmith, *What Got You Here Won't Get You There*



Your action plan

In order to effectively influence a wide range of organization members, what is one thing I

Habit is habit, and not to be flung out of the window by any man, but coaxed downstairs a step at a time.
—Mark Twain

...would do well to STOP doing?

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...want to KEEP doing?

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You cannot teach a person anything. You can only help them discover it in themselves.
—Galileo

...would do well to START doing?

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What lies in our power to do lies in our power not to do.

—Aristotle

What is one critical relationship I need to build?

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What can I do to begin building this relationship?

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When can I commence?

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Suggested reading

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