



## Welcome to the 2018 FRPA Conference!

### Learning Objectives

- Employ the four essential factors in communication
- Examine the vital aspects of your visual, verbal and vocal image
- Prepare for and manage interactions with all colleagues
- Isolate traist that can sabotage your credibility



## Leader as Influencer

Impression Management in the Spotlight

Jan M. McLaughlin, CSP  
Your Communication Connection  
@JanLaugh

## Leader as Influencer:

Impression management in the spotlight

### The 360° Leader by John Maxwell

"You don't need power to bring change to an organization; you need influence – which is actually a more important skill."

**We can lead better by developing a better understanding of ourselves, so we can make the best of what we have.**

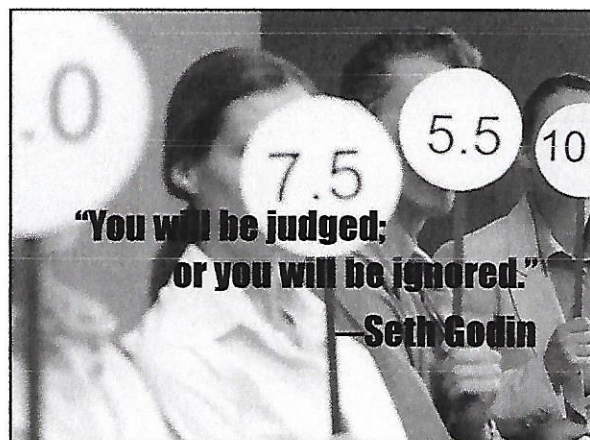


Claudio Feser, McKinsey partner

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



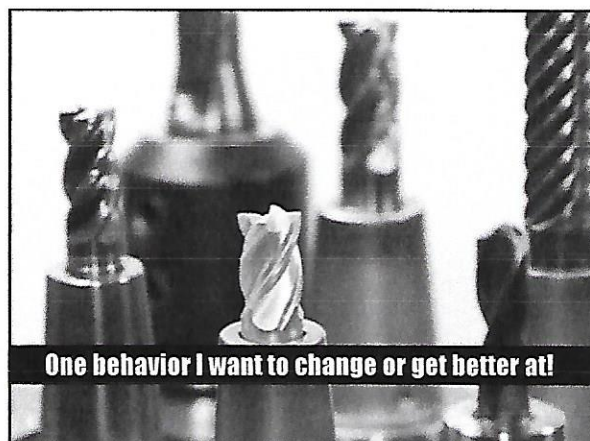
Study of 150 executives who attended the Center for Creative Leadership's Leadership at the Peak program



**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."



A good way to jump-start a change in your image is to see yourself the way others see you. Ask a coworker, boss or direct report to give you feedback on how you come across to those around you.



Center for Creative Leadership





### Objectives for today

- ☐ Differentiate among the four essential factors in communication and employ them to prepare for and manage interactions
- ☐ Develop awareness and intention around vital aspects of your visual, vocal and verbal image
- ☐ Consider your challenges vis-à-vis Emotional Intelligence
- ☐ Isolate traits that can sabotage your credibility
- ☐ Prioritize your personal impression management goals and formulate a plan of action

People manage impressions through their

- **Nonverbal behavior**—appearance, demeanor
- **Verbal cues**—vocal pitch, tone, and rate of speech, grammar and diction
- **Demonstrative acts**—citizenship, job performance

Laura Morgan Roberts, Professor  
Harvard Business School

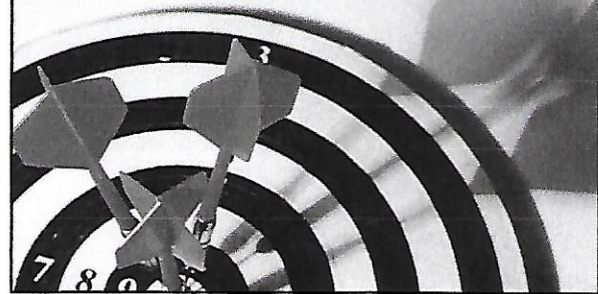
**“The greatest problem with communication is the assumption that it has taken place.”**

**—George Bernard Shaw**

### Communication: a matter of perception

#### ■ Intent

- What you want to have happen



### 4 Important factors in communication

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



### Process

How we look      **55%**  
How we sound    **38%**  
Words we choose   **7%**

**IF our message is incongruent!**

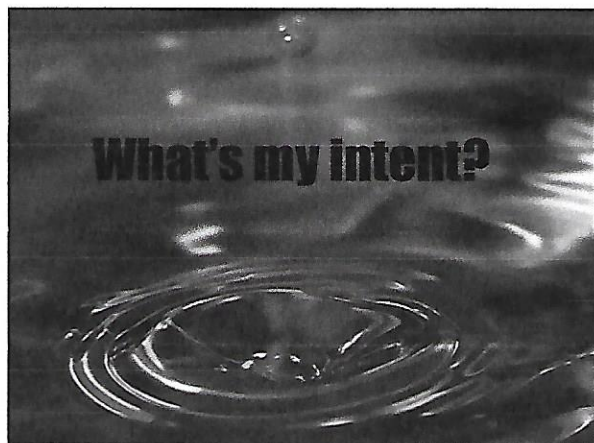
### Common deviations from our intent

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

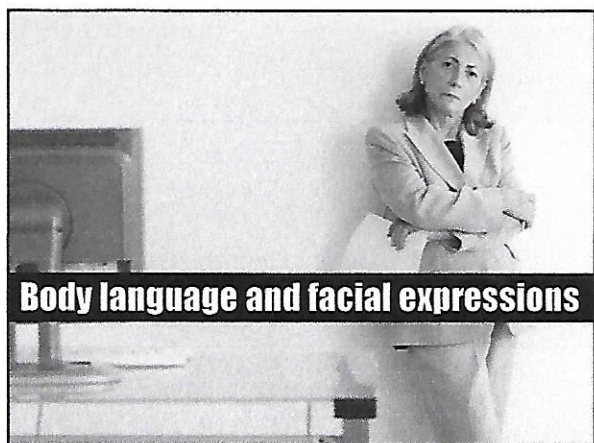
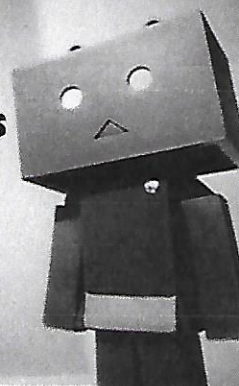
*From Crucial Conversations*



**What about you? What do you do when you deviate from your intent—react to the other person or get caught up in the content?**

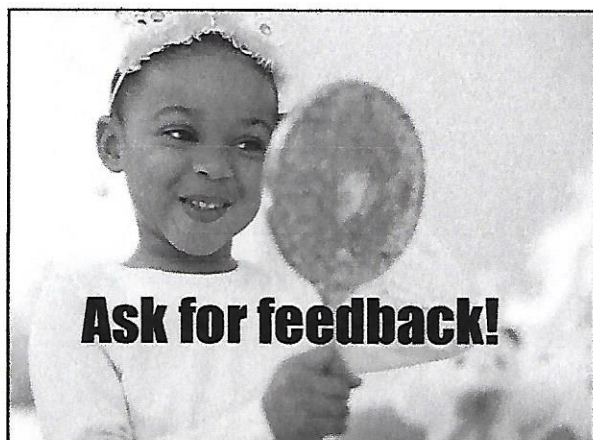


### Pieces of the Process



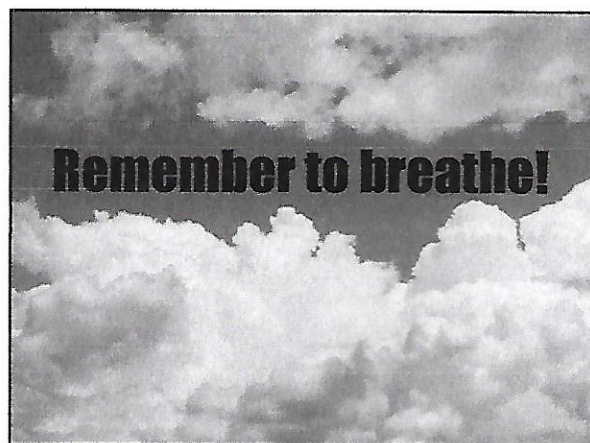
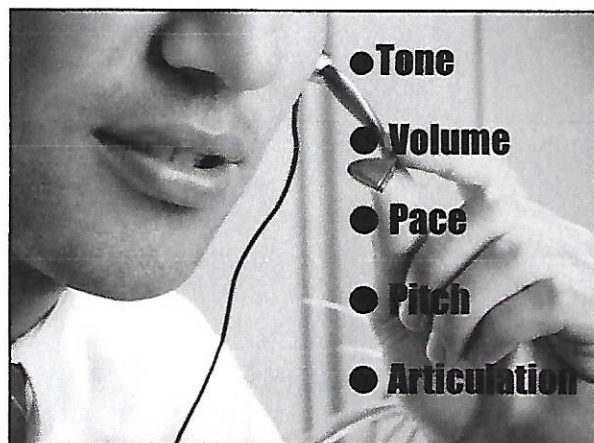
**What facial expressions, gestures, body language or posture might you display that could be misinterpreted?**





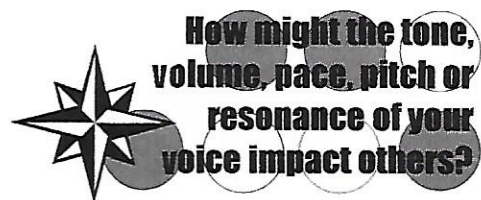
### **Listen to your voice**

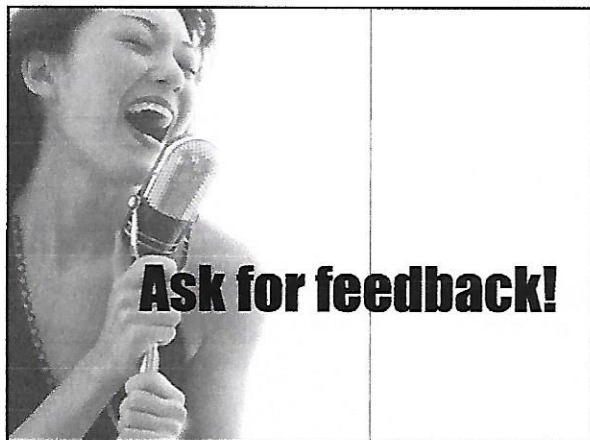
1. Listen to your voice mail message
2. Rerecord your message
  - a. When you're not smiling
  - b. And when you are smiling!
3. The next few times you leave a message—and have the option—play it back!



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

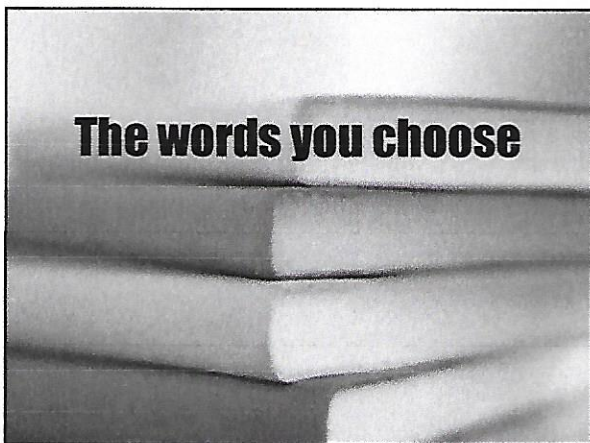
**—Mark Twain**





### **Turn to someone near you**

- Back to page 3
- Quickly select a situation to focus on:
  1. Meeting one-to-one
  2. Leading a meeting
  3. Speaking to a group
- Determine 1 aspect of body language and 1 of voice that would be important to **project** in this situation
- You have five minutes!



**"It's not what you say  
but how you say it."**

**—Deborah Tannen, Ph.D.**



### **Stumbling blocks**

- Hedge statements & qualifying phrases
- Tag questions
- Exaggerated superlatives
- Excessive apologies & self-effacing remarks
- Verbal clutter
- Fillers
- Undefined jargon & acronyms





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



—Daniel Goleman

**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

## 5 main components of Emotional Intelligence

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

*What Makes a Leader?* Daniel Goleman — hbr.org

Which of the components provide you with the greatest challenge?



Schedule a time with your mentor, a colleague or another whose opinion you respect.

### 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-deprecation <u>sense of humor</u>
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 <u>optimism, even in the face of failure</u> <u>organizational commitment</u>
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 support	effectiveness in leading change <u>persuasiveness</u> expertise in building and leading teams

## Leadership Derailers

- ☐ Inability to change or adapt during a transition
- ☐ Problems with interpersonal relationships
- ☐ Failure to build and lead a team
- ☐ Failure to meet business objectives

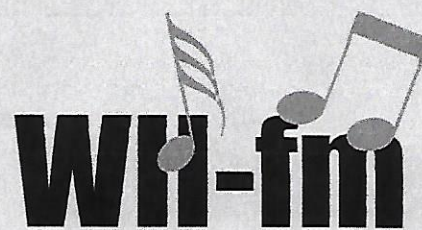
—Center for Creative Leadership  
Blog post by Dan McCarthy  
February 16, 2008  
[www.GreatLeadershipbyDan.com](http://www.GreatLeadershipbyDan.com)

## Managing the Impression



### Focus on one of these opportunities

1. What will the situation be?
2. What do I need to accomplish?
3. Who is the audience?
- ④ What will influence or persuade them?
5. What do I need to focus on regarding my nonverbals?
6. What reaction do I expect the audience to have?



### What's going to float their boat?

**"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."**

**—Marshall Goldsmith**

### Feedforward

- ☐ Pick one specific behavior you'd like to change—be able to make a **clear, concise statement**
- ☐ Stand and QUICKLY find someone
- ☐ One of you tells the behavior you'd like to change
- ☐ The other gives them **two succinct suggestions**
- ☐ Only responses? **"Thank you"** **"You're welcome"**
- ☐ Hear the behavior the other person wants to change and give them two suggestions
- ☐ Quickly find another person
- ☐ The entire exchange takes no more than 2 minutes!

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

**—Albert Einstein**

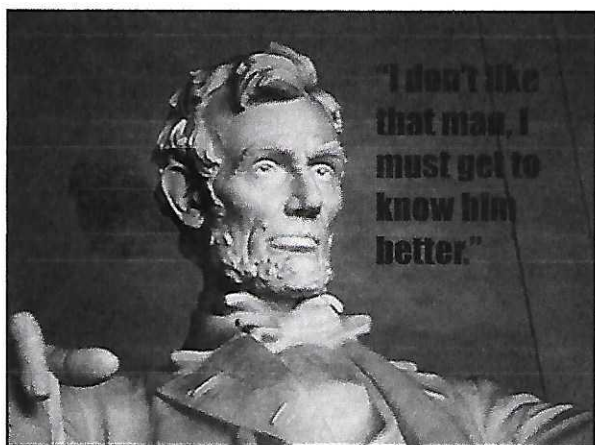




**Your action plan**

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?



**Thank you!**

[JanMcLaughlin.blogspot.com](http://JanMcLaughlin.blogspot.com)

Below the text and image are eight solid black circles arranged in a horizontal row.

Jan M. McLaughlin, CSP  
 Your Communication Connection  
[Jan@YourCommunicationConnection.com](mailto:Jan@YourCommunicationConnection.com)  
 206.818.6689

Jan M. McLaughlin, CSP

• • • • •

[Jan@YourCommunicationConnection.com](mailto:Jan@YourCommunicationConnection.com)

206.818.6689