

# Leader as Influencer:

## *Impression management in the spotlight*



- 1** Table of contents
- 2** Communication: a matter of perception
- 3** Body language and facial expressions
- 4** The sound of your voice
- 5** The words you choose
- 6** Consider your challenges vis-à-vis Emotional Intelligence
- 7** Intention vs. Impact—managing the impression
- 8** Provide feedforward—accept feedforward
- 9** Your action plan
- 10** Suggested reading

**Jan M. McLaughlin, CSP**



Jan@YourCommunicationConnection.com

**206.818.6689**

# Communication: a matter of perception



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

—George Bernard Shaw

## 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?



## 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** \_\_\_\_\_ %

## IF our message is incongruent!

.....

.....

.....

.....

# Body language and facial expressions



## 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?



.....  
 .....  
 .....  
 .....  
 .....

## What to employ in which situation?

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

## What about tone of voice—volume, pace, pitch, resonance?

Turn to someone near you. Quickly select a situation upon which to focus. Determine together one aspect of body language and one aspect of your voice that would be important to project in this situation and one you'd want to avoid. You'll have three minutes to discuss.

- 1. Meeting one-to-one and face-to-face,** including demonstrating that we are listening to the other person
- 2. Leading a meeting**
- 3. Speaking in front of a group**
  - Project

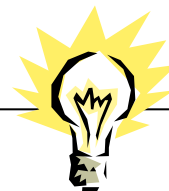
■ Avoid



## The sound of your voice

### Check your:

- ☐ **Tone**
- ☐ **Volume**
- ☐ **Pace**
- ☐ **Pitch**
- ☐ **Articulation**



### Vary your:

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

### Listen to your voice:

1. Listen to your vm message
2. Rerecord your message
  - a. When you're *not* smiling
  - b. 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

### What about you?



How might the tone, volume, pace, pitch or resonance of your voice impact others?

.....

.....

.....

# The words you choose



*"It's not what you say, but how you say it."*  
—Deborah Tannen, Ph.D.

*"The meanings of words are not in the words, they are in us."*  
—S.I. Hayakawa

## Stumbling blocks that sabotage credibility

	That's me	Once in a while	That's not my style
■ Hedge statements and qualifying phrases	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
■ Tag questions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
■ Exaggerated superlatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
■ Apologies and self-effacing remarks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
■ Verbal clutter	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
■ Fillers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
■ Undefined jargon and acronyms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## What about you?



Which of the stumbling blocks do you need to focus on—and eliminate?

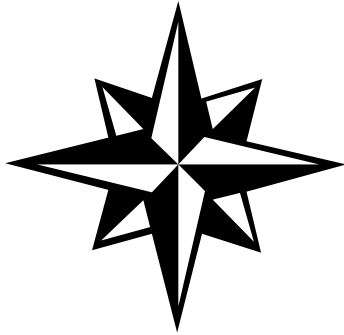
.....

.....

.....

.....

## Consider your challenges vis-à-vis Emotional Intelligence



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

—Daniel Goleman

### 5 main components of Emotional Intelligence

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

**Source:** Daniel Goleman,  
*What Makes a Leader?*  
Download it at Harvard Business  
Review - hbr.org

*"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

**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 an even more effective leader?

.....  
.....  
.....

### Consider:

Situations: .....

.....  
.....  
.....  
.....  
.....

Personality Types: .....

.....  
.....  
.....  
.....  
.....



### Schedule a time with your mentor, a colleague

or another person whose opinion you respect. Ask their suggestions for how you could meet this challenge—or challenges—and improve in this area (s). Who is someone you will approach?

.....  
.....  
.....  
.....

# Intention vs. impact—managing the impression



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

.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....

**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!

**1.** What will the situation be?

.....

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

.....  
.....

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

.....  
.....

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

.....  
.....

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

.....  
.....

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

.....

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

.....  
.....

# Provide feedforward—accept feedforward



*“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

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

—Albert Einstein

## The behavior I'd like to change:

.....

.....

## The ideas I received:

.....

.....

.....

.....

.....

.....

.....

.....

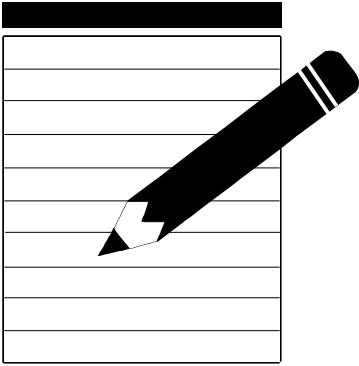
.....

.....

## Marshall's guidelines:

- Pick one behavior you'd like to change
- Approach as many people as possible to ask for two suggestions
- And, give them two suggestions (or one!)
- The **only** responses are “Thank you” and “You’re welcome” No clarifying, no questions!
- Two minutes is all it takes for the process of both giving and receiving feedforward
- Find another person and repeat the process
- Approach as many people as possible





## Your action plan

**Time to prioritize your personal impression management goals** and formulate a plan of action. In order to effectively influence a wide range of organization members, what is one thing I

...would do well to **STOP** doing?

.....

.....

...want to **KEEP** doing?

.....

.....

...would do well to **START** doing?

.....

.....

**What is one critical relationship** I need to build?

.....

**What can I do to begin building this relationship?**

.....

.....

**When can I commence?**

.....

*"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

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

*"What lies in our power to do lies in our power not to do."*  
—Aristotle

## Suggested reading

Barnes, B. Kim. *Exercising Influence: A Guide for Making Things Happen at Work, at Home, and in Your Community*. Pfeiffer, A Wiley Imprint, SF, 2007.

Bennis, Warren. *On Becoming a Leader*. Basic Books, New York, 2003.

Bethel, Sheila Murray, Ph. D. *A New Breed of Leader: 8 Leadership Qualities that Matter Most in the Real World*. Berkley Books, New York, 2009.

Carnegie, Dale. *How to Win Friends & Influence People*. Simon & Schuster, NY, 1936 & 1981.

Covey, Stephen R. *The 7 Habits of Highly Effective People*. Simon & Schuster Inc., 1989.

Decker, Bert. *You've Got to Be Believed to Be Heard*. St. Martin's Press, New York, 1992.

Fleming, Dr. Carol. *The Sound of Your Voice*. Simon & Schuster Sound Ideas, New York, 1988. (CD series available at many libraries or [www.speechtraining.com](http://www.speechtraining.com))

Goldsmith, Marshall. *What Got You Here Won't Get You There*. Hyperion, New York, 2007.

Godin, Seth, <http://www.sethgodin.com/> where you'll find information about his books and blog.

Goleman, Daniel. *Emotional Intelligence: Why It Can Matter More Than IQ*. Bantam Dell, NY, 1995. *What Makes a Leader?* by Daniel Goleman. Article available for \$8.95 at <https://hbr.org/product/what-makes-a-leader-hbr-best-seller/R0401H-PDF-ENG>

Goodman, John. *Expert Angle: Treating Employees as Customers*. Article available at: <http://www.icmi.com/Resources/People-Management/2013/03/Treating-Employees-as-Customers>

Lencioni, Patrick. *The Five Dysfunctions of a Team*. Jossey-Bass, San Francisco, 2002.

Liotta, Anna. *Unlocking Generational Codes*. Aviva Publishing, New York, 2012.

McCarthy, Dan, *Leadership Derailers vs. Weaknesses*. February 16, 2008, blog post: <http://www.greatleadershipbydan.com/2008/02/leadership-derailers-vs-weaknesses.html>

Maxwell, John C. *The 360° Leader: Developing Your Influence from Anywhere in the Organization*, 2011. Summary at: <http://www.cflblackmba.org/wp-content/uploads/2015/02/Executive-Summary-360-Degree-Leader.pdf> Or any of his books at: <http://www.johnmaxwell.com/>

Patterson, Grenny, McMillan, Switzler. *Crucial Conversations*. McGraw-Hill. New York, 2002.

Pease, Barbara and Pease, Allan. *The Definitive Book of Body Language*. Bantam Books, NY, 2006.

Seligman, Martin E.P., Ph.D. *Learned Optimism*. Simon & Schuster, New York, 1990.

Tannen, Deborah. *You Just Don't Understand*. William Morrow & Co., Inc., New York, 1990. *Talking from 9 to 5*. 1994.

Continued support at [janmclaughlin.blogspot.com](http://janmclaughlin.blogspot.com) Find link and preview Jan at:

