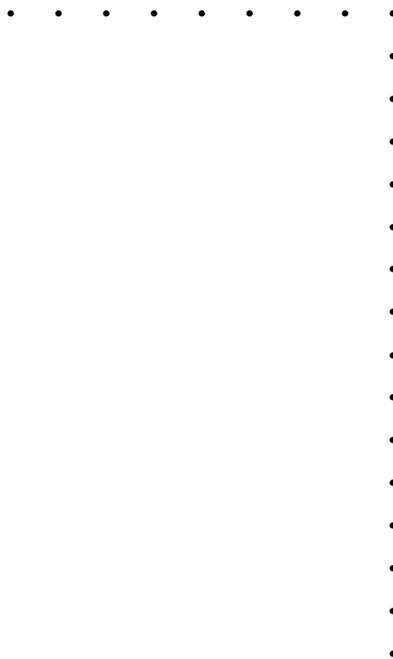


# Leader as Influencer:

## *Impression management in the spotlight*



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# 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



## 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.

### Use gestures to:

- Emphasize a point
- Appear more confident
- Build rapport

### Avoid gestures that are:

- Aggressive
- Extraneous
- Communicate resistance

**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

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



■ Avoid

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# The sound of your voice

## Check your:

- Tone**
- Volume**
- Pace**
- Pitch**
- Articulation**
- Resonance:** breath control—diaphragm breathing



## 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?

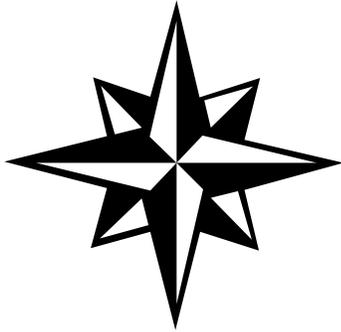
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# Consider your challenges vis-à-vis Emotional Intelligence



*“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?

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### Consider:

Situations: .....

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Personality Types: .....

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**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?

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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!

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?

.....

.....

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

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# 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:

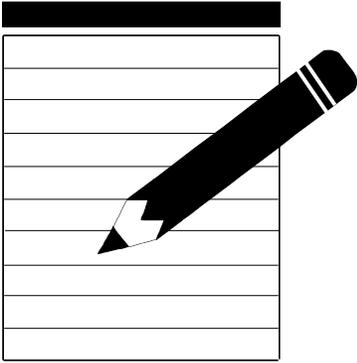
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## The ideas I received:

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## 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

*“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

**...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?**

.....

## Suggested reading

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