



Welcome to the 2017 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



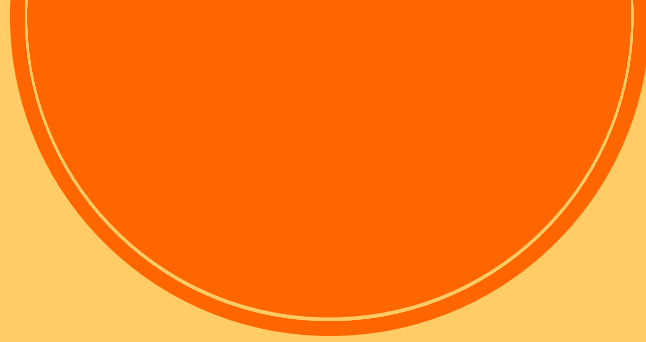
Leader as Influencer

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



**“You will be judged;
or you will be ignored.”**

—Seth Godin

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.”



One behavior I want to change or get better at!

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



Ask for feedback!

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?



What's my intent?

Pieces of the Process





Body language and facial expressions



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

A young girl with dark skin and short hair is smiling and looking slightly to her right. She is wearing a white long-sleeved shirt and a pink tiara with white flowers and a small crown. She is holding a round, ornate mirror in front of her face, partially obscuring it. The background is a soft-focus indoor setting with a pink wall and some toys visible in the lower right corner.

Ask for feedback!

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!



● **Tone**

● **Volume**

● **Pace**

● **Pitch**

● **Articulation**

The background of the image is a bright blue sky filled with numerous white, puffy cumulus clouds. The clouds are scattered across the frame, with some appearing closer and more detailed, while others are further away and more ethereal. The overall scene is bright and airy.

Remember to breathe!



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



Ask for feedback!

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 three minutes!

A stack of four books is shown, slightly out of focus. The books have green, blue, white, and red covers from top to bottom. The text "The words you choose" is overlaid in a large, bold, black font.

The words you choose

**“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



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

**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-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

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

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?

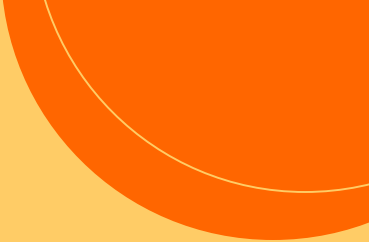
WH-fm

The logo for WH-fm is rendered in a bold, dark red, sans-serif font. The letters 'W', 'H', and 'f' are significantly larger than the 'm'. A horizontal red line is positioned between the 'H' and the 'f'. Two stylized musical notes, also in dark red, are integrated into the design. One note is positioned between the 'H' and the horizontal line, and the other is positioned between the horizontal line and the 'm'. Both notes have a circular head and a stem with a flag. The entire logo is set against a light orange background that features a subtle gradient and a curved bottom edge.



What's going to float their boat?





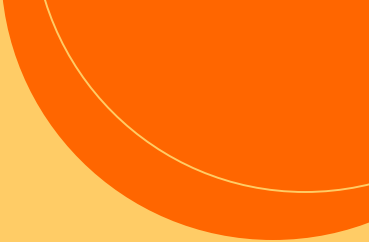
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—Marshall Goldsmith

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

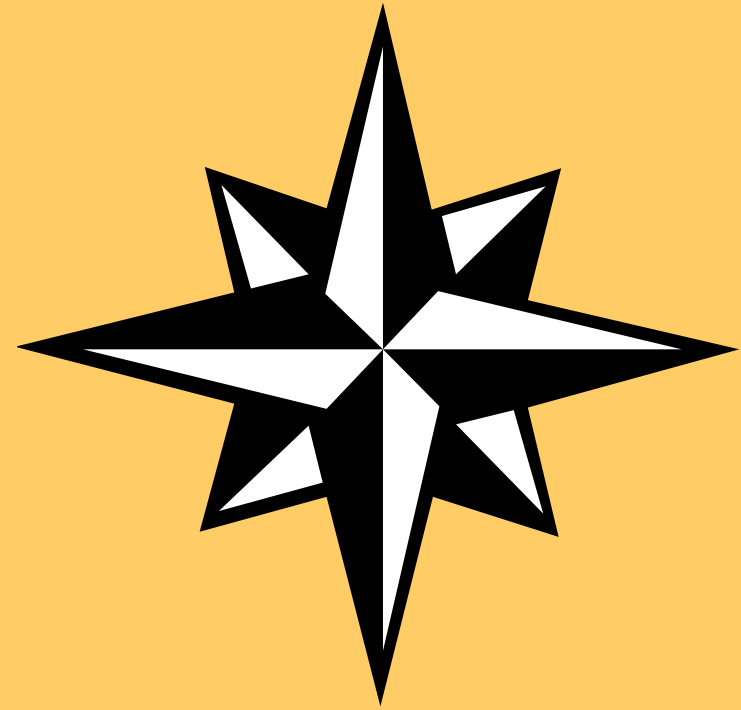


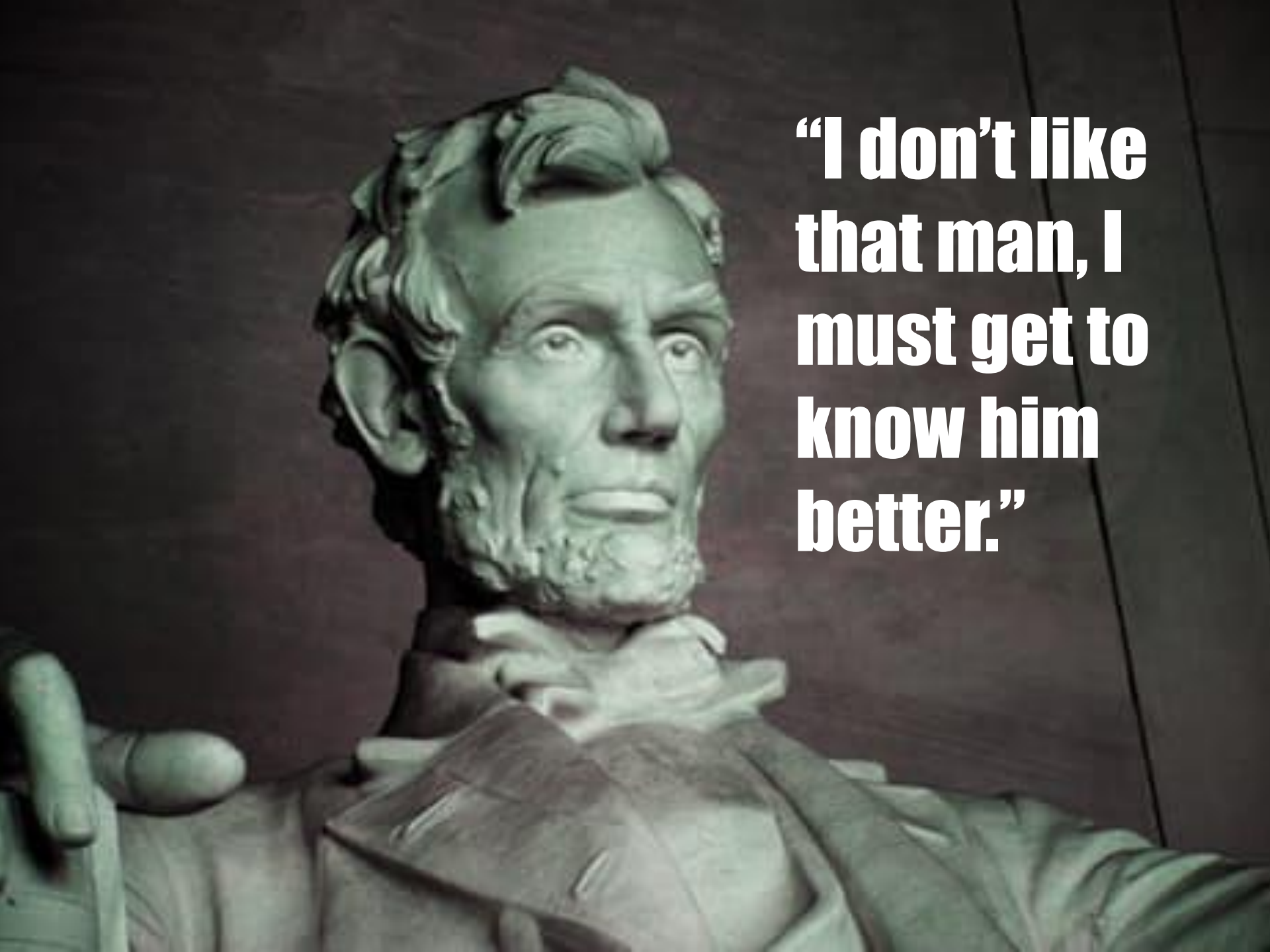
What's my intent?

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?





**“I don’t like
that man, I
must get to
know him
better.”**

A diverse group of people, including men and women of various ethnicities, are shown from the chest up, cheering and raising their fists in celebration. They are all smiling and looking towards the camera. The background is a plain, light color. The text "Ask for feedback!" is overlaid in the center in a large, bold, white font.

Ask for feedback!

Thank you!

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For more information visit www.frpa.org