You don’t need power to bring change to an organization; you need influence—which is actually a more important skill.
—John Maxwell

If we want to be good leaders, it is our job to help the people we lead be good at their jobs.
—Simon Sinek

What you are thunders so I cannot hear what you say.
—Ralph Waldo Emerson

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

Leader as Influencer: Impression Management in the Spotlight

Communicating with Purpose

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—if our message is incongruent! Face-to-face
   How we look _____ %
   How we sound _____ %
   Words we choose _____ %

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

Listen to your voice:
1. Listen to your voice mail message
2. Rerecord your voice mail 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!

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

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

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**Which of the five main components of Emotional Intelligence provide 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?**

Component: ..........................................................

Aspect of that component: .........................................

Focus on to become an even more effective leader? .........

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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).

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**Who is that person?** .............................................


http://www.icmi.com/Resources/People-Management/2013/03/Treating-Employees-as-Customers
*Expert Angle: Treating Employees as Customers*—John Goodman


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*? How much do they know? Need to know? Want to know?

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?

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

Source: Marshall Goldsmith, *What Got You Here Won’t Get You There*
Action plan

Prioritize your 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?

... KEEP doing?

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

What is one critical relationship I need to build?

What can I do?

When can I start?

Provide feedforward—accept feedforward

The behavior, common impression others have of me, or component of emotional intelligence I’d like to change.

The ideas I received:

Provide feedforward——accept feedforward

The behavior, common impression others have of me, or component of emotional intelligence I’d like to change.

The ideas I received:

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