



# Geared for Success

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## Why Influence Matters in Leadership

Strong leadership requires the capacity to influence others. To influence effectively, you must be skilled at getting your opinions and ideas heard in ways that have a positive impact. Within the dynamics of the workplace, influence has the potential to increase trust, support and ownership for initiatives. It enables leaders to move complex projects forward, integrate diverse groups of people and coordinate teams.

Leaders accomplish the vast majority of their work through influence, not authority. They energize and focus others to see their vision or direction. Research suggests that elements of influence are largely emotional. It is not surprising then, that competencies of emotional intelligence such as empathy, interpersonal relationships, assertiveness, self-regard, emotional expression, flexibility and optimism are important for leaders to influence. Additionally, qualities such as passion, humility, energy, respect, responsiveness and self-awareness play an important role in the art of influence.

So, how do you know if you have influence? Research by Discovery Learning and the University of Michigan suggest the following situations indicate influence within an organization, you--

- can work around policies and rules.
- have access to vital information.
- are sought out for advice.
- are involved in important decisions.

- are included in special events-work and non-work related.
- can influence a change outside your role/area.
- have access to resources that others do not.
- are asked to coach/mentor others.
- frequently have senior leadership show up at your desk.

To increase your ability to influence, you must first understand your own style for influencing. According to the ISI (Influence Style Indicator), there are



five influencing styles: Asserting, Inspiring, Bridging, Negotiating and Rationalizing. Most people use a combination of these styles depending upon the circumstances, but have a preference for one over another. The key is to learn when to use each style effectively. Below is a brief summary of each style.

- **Asserting** - Direct in their approach for communicating expectations and requirements; See benefits and consequences clearly.
- **Inspiring** - Advocate their position and encourage others with a shared purpose; build solidarity by

fostering awareness and joint problem solving.

- **Bridging** - Build relationships with others through drawing out intentions, goals and positions of others; Creates trust through open communication.
- **Negotiating** - Identify mutual points of agreement; Finds steps and ways to get momentum in complex situations.
- **Rationalizing** - Use analysis to propose a logical solution; Brings facts into clearer focus.

Would you like to have more influence in your organization? Terry Gillen, author of [Agreed! Improve Your Powers of Influence](#), believes that sharpening your interpersonal and communication skills are essential to making your mark as an influential

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**"The key to successful leadership today is influence, not authority."**

Ken Blanchard



**All the Best for 2017!**



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leader. Capitalize on the dialogue by listening and asking questions. The more you know about how others are thinking the better you will be at exploring options. Build a rapport that is open and honest. Be straightforward and appreciative of how others think. Network to familiarize yourself and with the work

they do in other areas of the organization. Be inclusive and transparent in your work with others.

The next time you are in a meeting make a mental note of how others get their point across. Notice how projects are impacted by others. How can you further leverage your influence as a leader?

**“Leadership is influence. Nothing more, nothing less.  
The true measure of leadership is influence.”**

John C. Maxwell

## The Art of Tooting Your Own Horn

For many leaders being a self-advocate is about as comfortable as having a root canal-it is necessary but very uncomfortable. Many equate it to bragging, being annoying, sounding obnoxious and being egotistical. They are fearful of coming off as self-serving and opportunistic. However, sharing our strengths and the value we bring is important for building initiatives in the organization, creating lasting relationships, shaping accomplishments and gaining promotability. There are effective ways to self-promote that involve finding artful middle ground without grating on others.

Peggy Klaus, author of [BRAG! The Art of Tooting Your Own Horn Without Blowing It](#), outlines approaches to self-advocating that enables leaders to feel comfortable by unearthing what makes them unique. She says, "People either avoid bragging at all costs because they don't know how to do it gracefully or they attempt to sell themselves like a PowerPoint presentation, making those on the receiving end want to hide." Here are some critical ideas from her book:

- **Overcome bragging myths** - Some leaders live by "A job well-done speaks for itself" and "I don't have to brag, others do it for me.", etc. These myths prevent leaders from being noticed in the workplace. Realize that explaining what you do is important for gaining support and making contributions for yourself and your team. Much of our upbringing has been to not brag about yourself-you need to get past this ingrained thinking.



- **Recognize and celebrate your strengths** - If you don't know who you are and what you mean to the organization, how do you expect others to see these strengths in you? At all times you should be able to quickly list five strengths that help you make a difference.
- **Answer the question** - How is it going? In a different way. Instead of saying the normal "fine", share a success you are having.
- **Keep a record** - of positive feedback received from others. What kinds of characteristics and talents do others see in you? How can this feedback be shared effectively?
- **Keep it simple** - Stick to the facts and explain how your actions or the actions of your team impacted the big picture.
- **Watch your "I"s** - use "My's" and "We's" instead to explain accomplishments.
- **Be aware of others** - body language and facial expressions. Is the other person open to hearing your message? Do you know when to stop?
- **Be visible** - Be present and involved. Allow others to see your strengths so you will not be type-cast or overlooked.
- **Use the face time with your boss effectively** - Agree on goals and objectives, track your progress, provide regular updates and results.

Remember, you are the director of your career. By self-advocating and promoting, you actively steer your path.

**"If you don't toot your own horn, don't complain that there's no music."**

Guy Kawasaki

## Self-Awareness to Build Strong Leadership

Your leadership is evolving and changing every day. At any moment, you are a complex and specific collection of ideas, thoughts, feelings, skills, personal qualities, interests, behavioral tendencies, intellect, motivations and personality traits. Some of these components are very clear to you. Others may be buried under the every day events of your life-unrealized and undiscovered. Self-awareness is being conscious of what you are good at and acknowledging/admitting what you still have to learn.

As you probably know, self-awareness has been closely linked to exhibiting strong leadership qualities. On an interpersonal level, self-awareness of your strengths and weaknesses can help build the trust of others and increase your credibility. When you know yourself, you can act appropriately and effectively. You are more apt to find others who can fill in your challenge areas by delegating with clarity. Additionally, by having self-awareness you are modeling behaviors for vulnerability, acceptance of risk taking and team collaboration (e.g. not one person knows all of the answers).

Demonstrating self-awareness yields big dividends in leadership. Leaders who actively pursue a better understanding of themselves reduce the number of blind spots in the everyday functions of their positions. They also, become more emotionally intelligent in their actions, relationships and decision-making. Self-awareness is an investment in your leadership effectiveness and in building a high performing organization.

To fully develop your self-awareness use the following strategies:

- **Solicit Feedback** from others around you.
  - **Formally** - Several instruments/assessments can



provide you with important insights. The Emotional Intelligence (EQ 2.0) instrument measures leaders on fifteen competency scales. The EQ 360 instrument enables you to receive feedback from peers, subordinates and superiors. The MBTI Step II is a framework for personality preferences that is in an in depth facets format. Smart leaders are always seeking new methods to better understand themselves-instrument/assessments are tools that assist in their growth.

- **Informally** - Take a few minutes each day to reflect on how you interacted with others, how people reacted to you, how fluidly you worked on teams or directed them, etc. What are your observations?

• **Listen without Justifying** - Once you have solicited feedback, listen carefully. If you are busy justifying your actions, you will miss what the person is telling you. Additionally, you will miss the opportunity to create a powerful bond of trust and understanding.

• **Never Stop Learning** - Make your own development a priority. Even leaders who have reached the pinnacle of their careers should invest in themselves regularly.

• **Ask good questions** - Asking questions demonstrates your ability to be vulnerable and willing to learn. It role models that everyone is in a constant learning state.

• **Admit when you are wrong** - Openly admit when you have made a mistake. This action is important for conceding you have plenty to learn as a leader.

To thrive and contribute at the highest levels of your leadership capabilities, self-awareness is a foundation for moving forward and being your best.

Resources: "Leadership and Self-Awareness", by Mike Myatt; "Self-Awareness and the Effective Leader", by Chris Musselwhite.

**"Self-awareness keeps us grounded, attuned and focused. When leaders are grounded, they are able to be efficient and deliberate in staying on task, and being attuned to those around them. Leaders who have the ability to control their minds and emotions help to guide those around them to develop their own self-knowledge and success."**

Sherrie Campbell, author of [Loving Yourself: The Master of Being Your Own Person](#)

## Training Werks Acheives DLI Certifications

In November 2016, Jan Hovrud (1st row, 2nd from the left) attended certification training for 5 instruments: Change Style Indicator, Influence Style Indicator, Decision Style Indicator, 360 Assessments and Paper Planes Simulation. She is also certified in the train-the-trainer capacity for these instruments.



## Should You? Is 2017 Your Year for Leadership at the Next Level? EQ and Type - What's the Difference?

Are you seeking to put your best foot forward for the next level of leadership in 2017? Are you ready? How do you know? Susanne Madsen, from Liquid Planner, has suggested asking yourself the following eight questions to determine leadership readiness at the next level:

1. People come to you for advice and you enjoy this informal mentoring role.
2. You adapt your communication style to the person you with whom you are interacting.
3. You no longer feel stressed out when your manager asks you to change your priorities with short notice.
4. You feel confident when giving presentations and interfacing with clients.
5. You are able to push back and say "no" when something doesn't feel right.
6. You are comfortable operating at the edge of your comfort zone.
7. Feedback from senior staff and other peers at the next level has been exceptional.
8. Your boss is asking you what you would like to do next in your career.

**"The most powerful leadership tool you have is your own personal example."**

John Wooden

The concepts of emotional intelligence and type are frequently applied together in training and coaching sessions. They are a natural fit for allowing us to build a deeper and richer understanding of our behavior. When used together the MBTI (which measures type preferences) and the EQ-I (which identifies emotional intelligence competencies) offer a powerful approach to personal development and leadership potential.

The EQ and MBTI are different in two very important ways. These differences enable us to look through another lens at ourselves.

**Difference #1 - Fixed vs. Changeable.** Type focuses on innate preferences that do not change. Note: Preferences can be enhanced or impeded by upbringing and by the individual's environment. Emotional Intelligence consists of attitudes, habits and skills that are acquired through experience. They are constantly changing.

**Difference #2 - Preference vs. Competence.** Type is a preference. EQ is a competence. While type provides a model for understanding differences, there is no suggestion that one type is better than another. All types are valuable. EQ identifies strengths and challenges with higher or lower scoring.

Research indicates that type and EQ are interdependent. It is being strongly suggested that EQ influences the effectiveness with which type is applied and that type influences the ease with which the competencies of EQ are learned. Clearly the two concepts are intertwined in a complimentary way that will help individuals become their best.

Source: "Linking Emotional Intelligence with Jungian Typology", by Jo Maddocks, Bulletin of Psychological Type

### Problem Solving Flexibility

Problem solving is an important part of what leaders do every day. As a result, leaders can have strong opinions on specific solutions to problems. They may already have solved the issue in their mind and are ready to move on before giving time to points others are making. This tendency can cause others to see the leader as rigid and inflexible. If you are quick to generate a specific solution or hold on to a solution or procedure because you have experience in that area, here are some guidelines to follow that allow you more problem solving flexibility:

- Watch for "snap" reactions. Remember the first solution is not always the best solution. Be open to considering other options.

- Look for opportunities to combine the best features of many solutions that are offered.
- Consciously delay making a final decision. Gather more information to gain a thorough understanding of the problem from many different perspectives.
- When you are faced with a problem, remind yourself that there are many possible solutions. Listen carefully to all options that are mentioned by others.

Being flexible in your problem solving is a rewarding way to listen, enable others to think through solutions independently and see other's perspective. It also, provides you with Emotional Intelligence skills in competencies such as reframing (Reality Testing) and impulse control.

Resource: [Successful Manager's Handbook](#), by Personnel Decisions, Inc.



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