

Leading with Impact

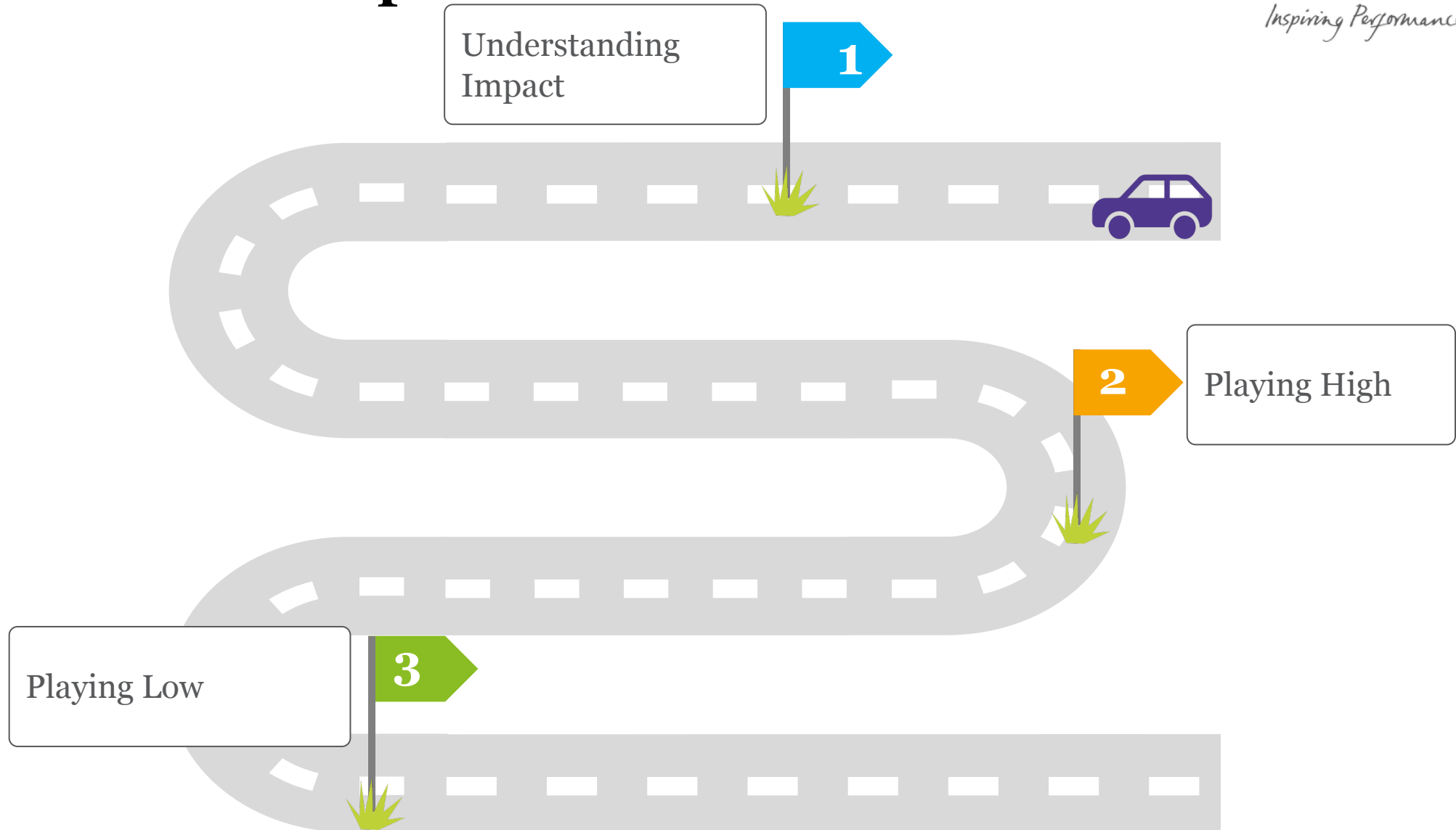
ELM Module : Impact, Influence & Negotiation

Learning outcomes

Getting our point across in a way that protects our personal brand

Creating positive impact with stakeholders by using a variety of self-management techniques

Session roadmap



Understanding Impact

Why our impact is important?



If we're going to be successful in our career, we will often need to get our point across to others and influence their thinking.



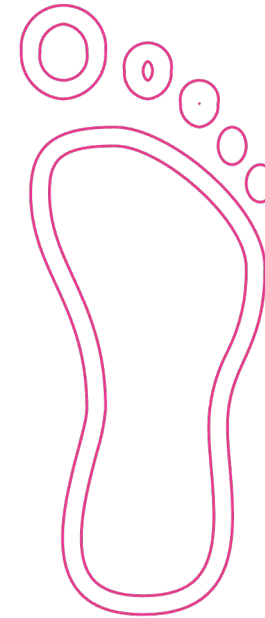
It's also the case that sometimes achieving success requires us to step back, listen and understand the point that others are trying to make.



What we think, what we say and how we show up to these situations contributes to the footprint of our impression. If we can learn how to read situations and balance our skills effectively, we increase the chances of leaving a positive footprint. This helps us protect our personal brand and influence those around us.



If we fail to do this we risk being overlooked, or we'll be in the spotlight for the wrong reasons and will undoubtedly struggle to bring people round to our way of thinking.



What impact are you trying to create?

Impact can be defined as a measure of the **impression** you create and / or the influence you command.
Think about two relationships at work for a moment.

- What are you working on?
- Who are you working with?
- What kind of impact and impression are you trying to create and why?

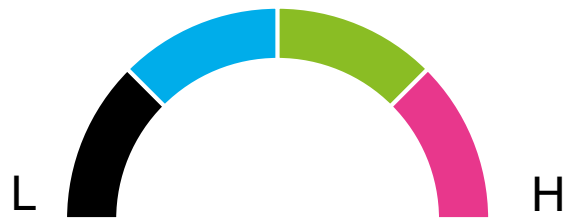


The two dials of impact

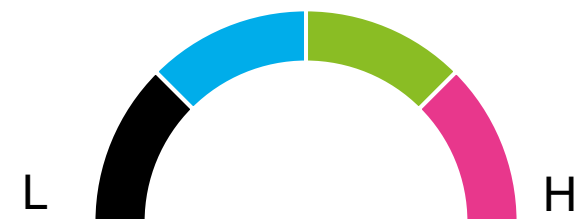
Two key factors that can make or break the impact we have over others are 'control' and 'presence'.

Click on control to find out more.

Control



Presence



The two dials of impact

Control



When you are in control of a situation how do you act and feel?

Text box here

When we are in control, we tend to be confident, calm, composed, open, honest and resilient.

The two dials of impact

How does your behaviour change when you are not in control?

Text box here

When we're not in control our brain is on high alert mode, flitting between fight, flight and freeze as we respond to situations. When this happens, we can see a range of possible responses.



We can...



Appear passive and fail to express our wants, needs and feelings or fail to get our point across.



Go on the offensive and express ourselves in an aggressive and attacking way to get our point across.



Be passive aggressive and express our negative feelings indirectly through our actions, rather than dealing with them head on.

What is control?

Click on the control dial.

Control



The consideration we give to a situation before we show up dictates our level of control when we show up!



If we give a situation low consideration, we will mostly likely be unprepared and out of control when we show up. This can lead to those feelings of fear, anxiety, and unpredictability in our behaviour.



If we give situations higher levels of consideration before we show up, we can be confident that we've done all we can to prepare and will therefore feel much more in control.

Click next to see some tips for that will help you gain more control.

Keeping control high!

We can increase our level of control by consideration of how we deliver our message, and, who we deliver it to. Considering these factors helps increase our levels of certainty, this calms the brain down and gives us more autonomy and control over the situation.

Click on each box to see more.



Consider your delivery

- Arrive early, organise the space
- Know your subject matter
- Break your message down
- Practice your delivery
- Think through your Q&A
- Plan to handle the unknown
- Keep your goal in mind

Consider your audience

- Think about their authority/status
- Look at the situation through their eyes
- Understand their primary triggers
- Adjust your style to suit their needs
- Identify key influencers & allies
- Consider what's going on for them
- Remember, they're only human

Keeping control high!

Give each factor a rating. 10 = you do this on a regular basis, 1 = you never do this.



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What actions do you need to focus on to increase and improve your control?

The two dials of impact

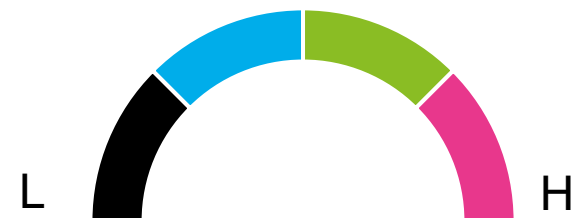
Great! You've got some ideas to help you with your control.

Now click on the presence dial to find out how this can help you create the right impact at the right time.

Control



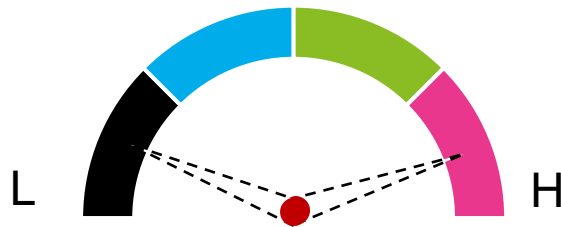
Presence



What is presence?

Click on the presence dial.

Presence



The extent to which we capture the attention of others through...

- ..what we think
- ..what we say
- ..what we do

Click here to understand what **high** presence looks like.

Sam was highly respected by her team, she was always visible, leading the conversation and taking charge when it mattered most! If there was a point to be made, you could be confident that Sam would make it in a firm but fair way.

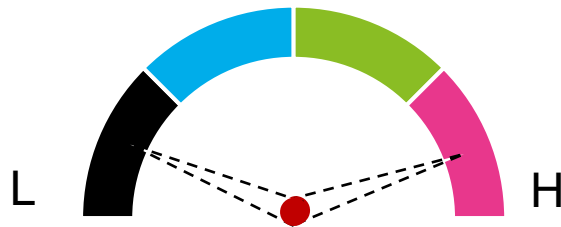
Click here to understand what **low** presence looks like.

Sam was also highly respected by her stakeholders. Often softly spoken, she allowed others to make their point, had outstanding listening skills, and an unerring sense of when to enter the conversation.

What is presence?

Click on the presence dial.

Presence



The extent to which we capture the attention of others through...

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..what we say
..what we do



In some situations, it might be more appropriate to show up with high presence, and in other situations it might be more appropriate to show up with low presence.

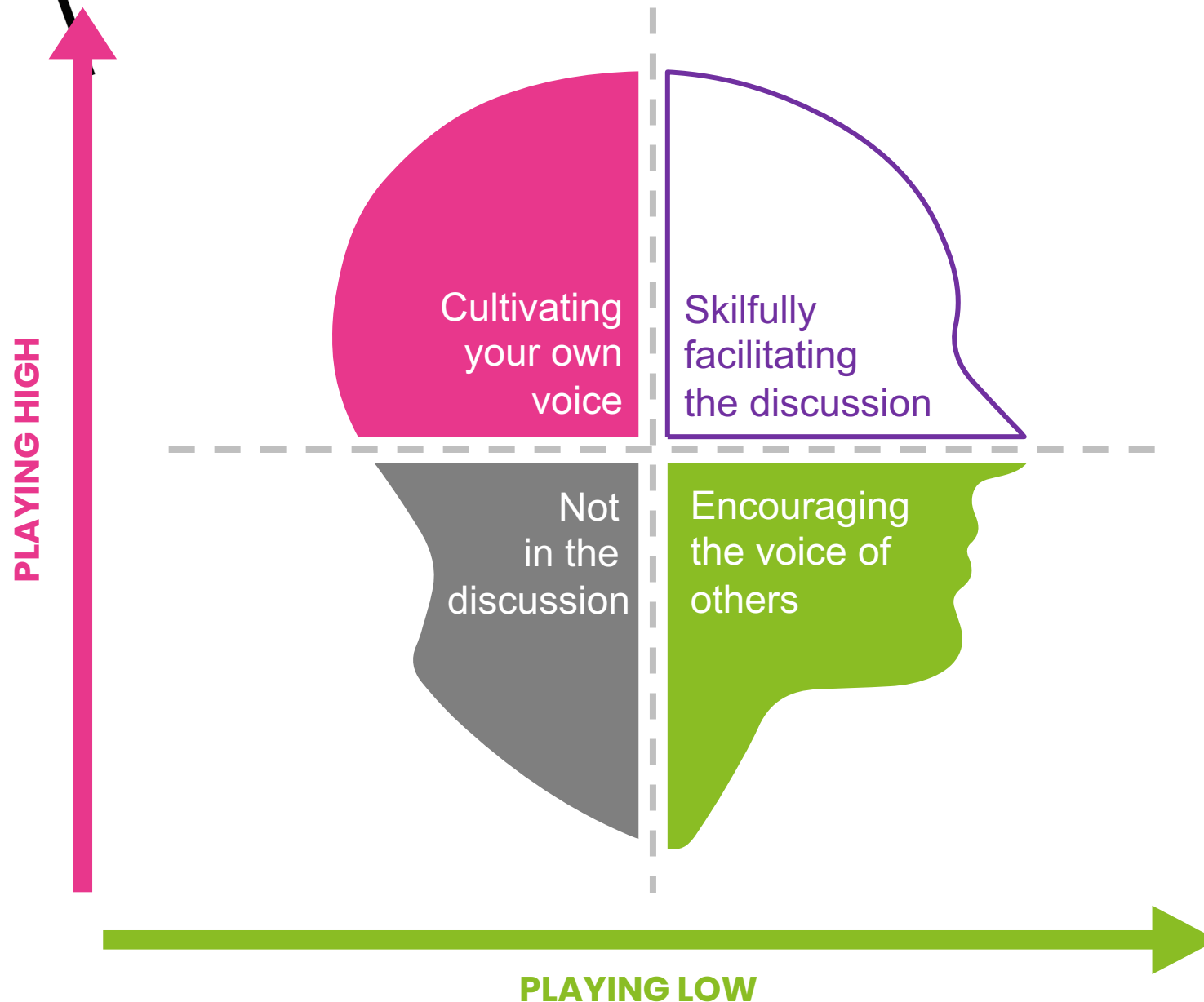


The key thing to realise is that we have a choice!



If we consider the situation in advance (high control), we can make more informed decisions about how we turn up (variable presence), and therefore increase our chances of capturing people's attention in the right way, at the right time!

Exploring your choices



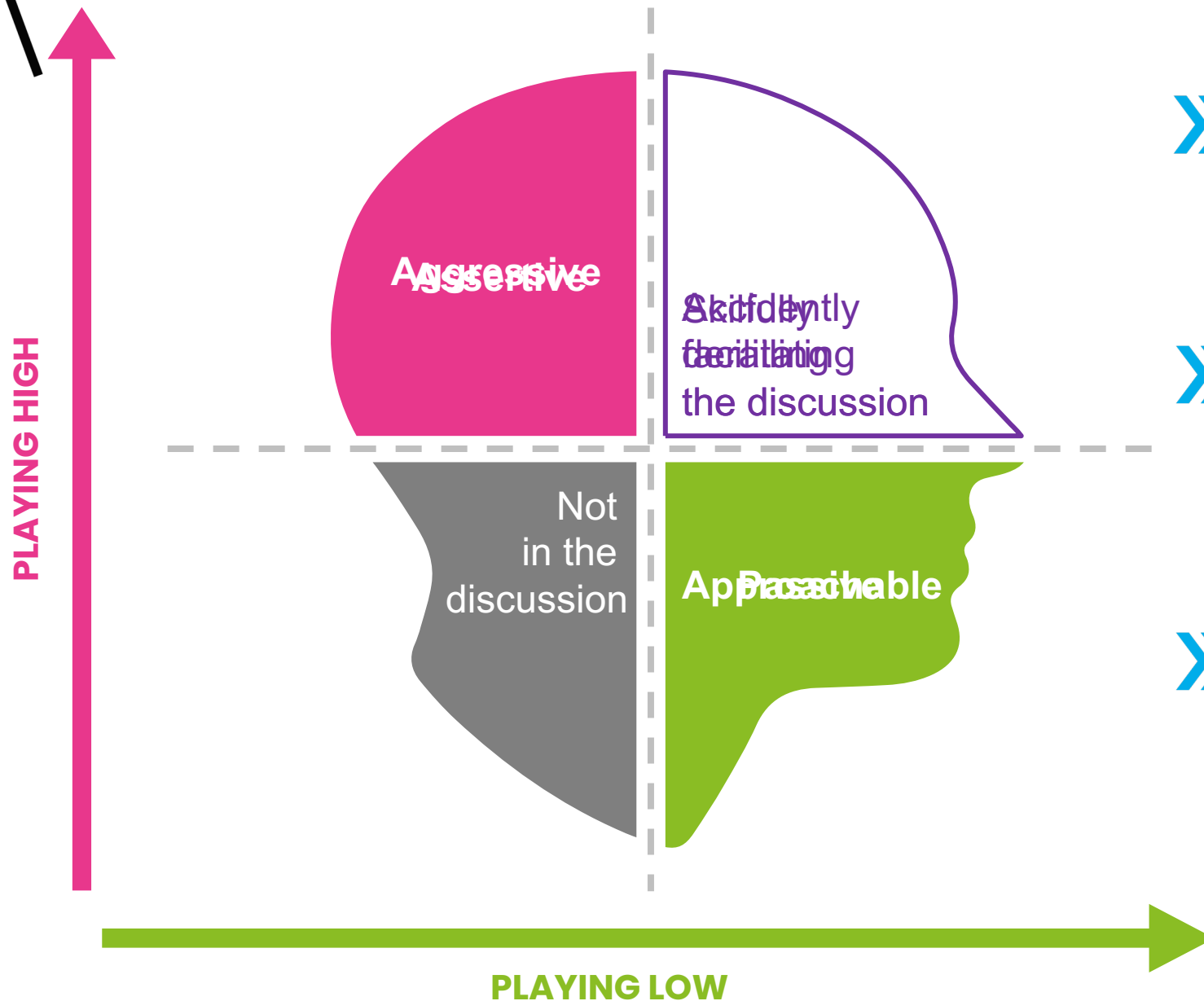
»»» If we're not considering the situation in advance and deciding how to adjust or 'play' our presence, we're not likely to be in the discussion.

»»» We might decide to 'play it high' and dial up our presence because we need to cultivate our own voice and take a more assertive position!

»»» We might decide to 'play it low' and dial our presence down because we need to encourage the voice of others, build rapport and take a more approachable position!

»»» Mastering these skills allows us to understand when we need to flex and how we do that to best facilitate the discussion. Dialing our presence up to make our point and dialing it down to allow others to make theirs!

Mind your control!



» If we try and 'play it high' when we're not in control we might come across as overwhelming, or possibly aggressive.

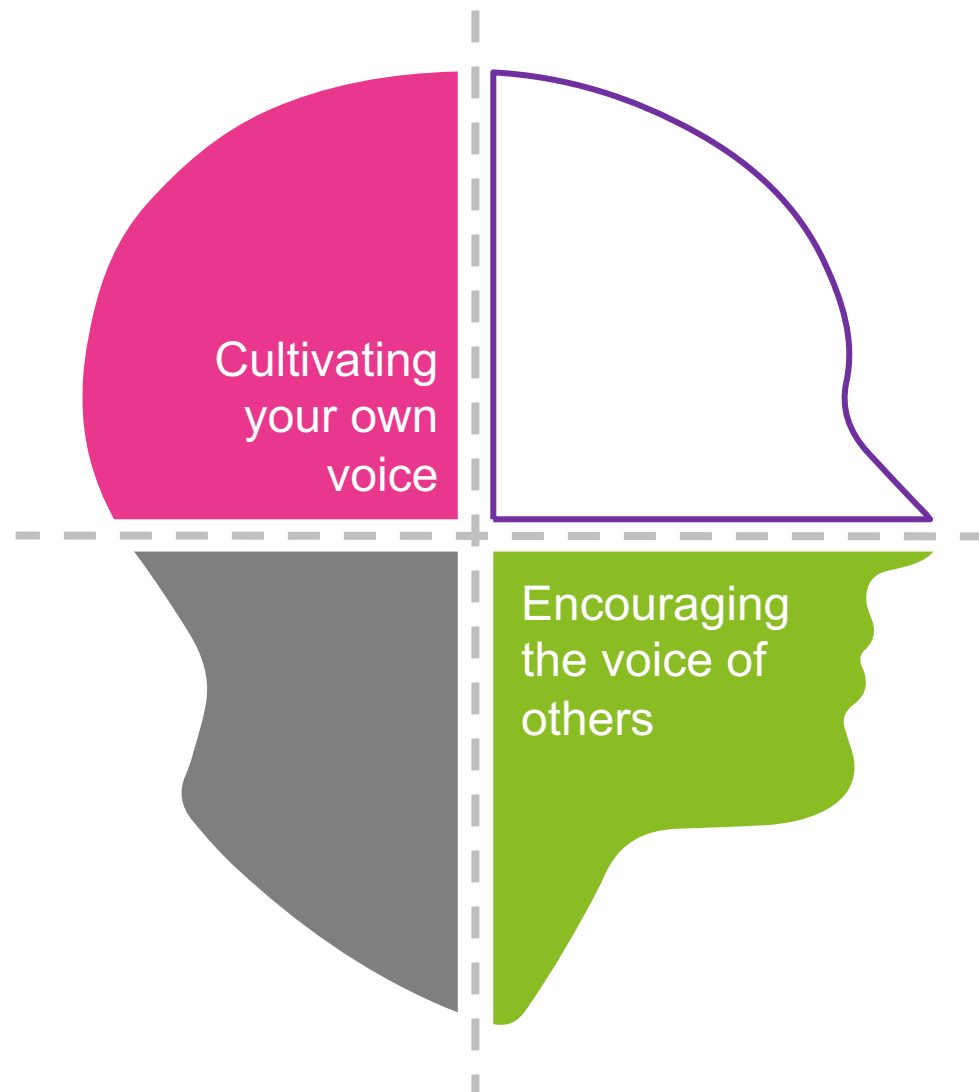
» If we try and 'play it low' when we're not in control we might come across as as passive, possibly failing to express our wants needs or feelings, or even communicating them in an apologetic way.

» Ultimately, if we're not in control we're unlikely to be able to adapt to the needs of the conversation and therefore we're more likely to derail the discussion rather than facilitate it.

When to play high & low

Capture your thoughts in the boxes below and click submit.

Why might you want to consider playing high?



Why might you consider playing low?

When to play high & low

Play high when it's important to....

Assert your status/authority

Express your opinion

Push back/say no

Stand your ground

Cultivating
your own
voice

Play low when it's important to....

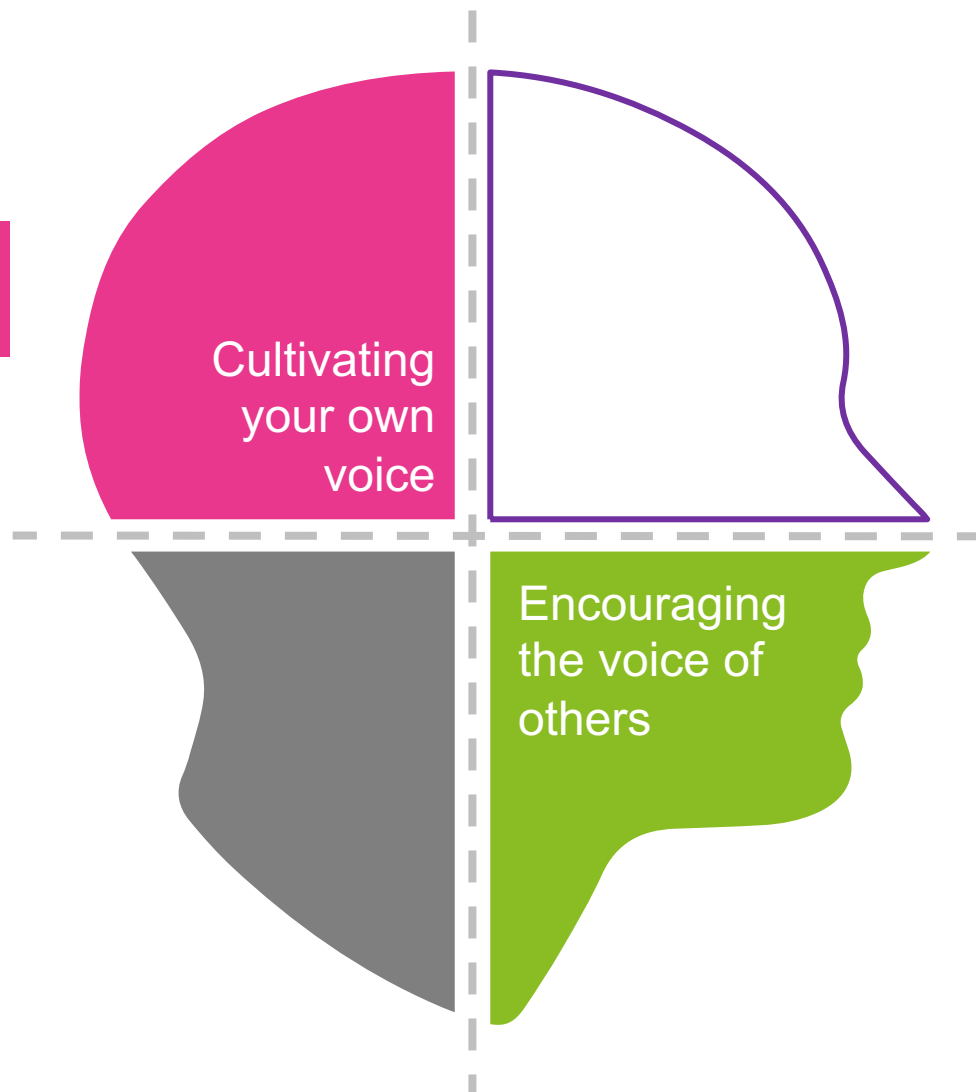
Elevate the voice of others

Build rapport

Get others to open up

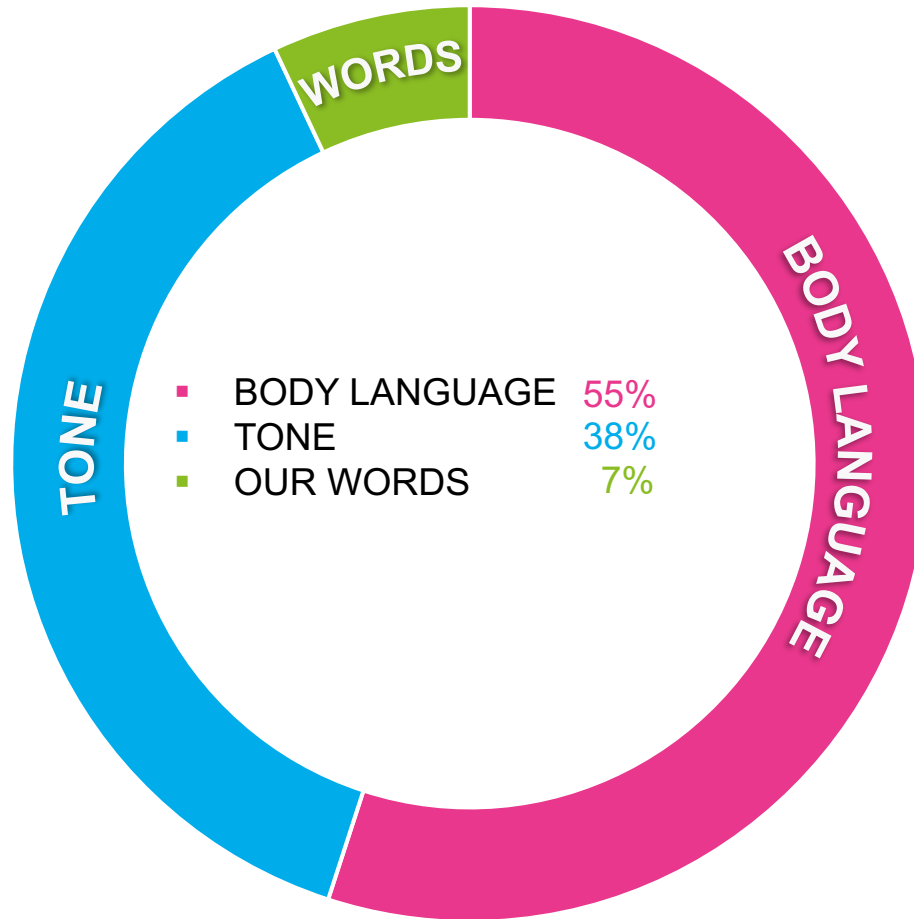
Take a back seat to let others shine

Encouraging
the voice of
others



Balancing your signals

Balancing our signals



We can dial our presence up and down through our personal communication channels.



- 55% of the message is in our body language.
- 38% of the message is in our tone (how we say what we say it).
- 7% of the message is in our words (what words we choose to say it).



When we are playing high, our body language, tone and words should be congruent with high, assertive presence.

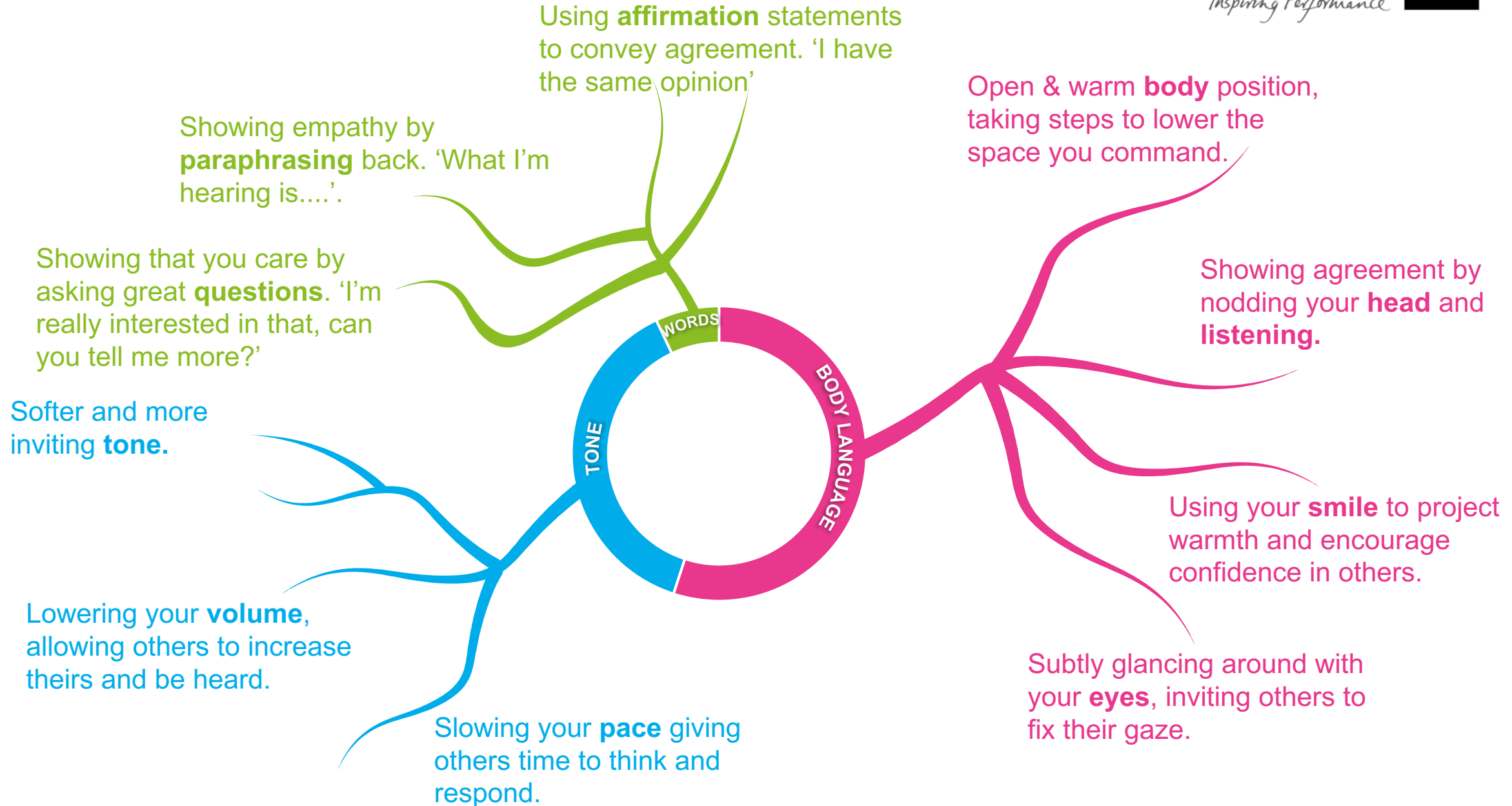


When we are playing low, all three channels should be congruent with low, approachable presence.

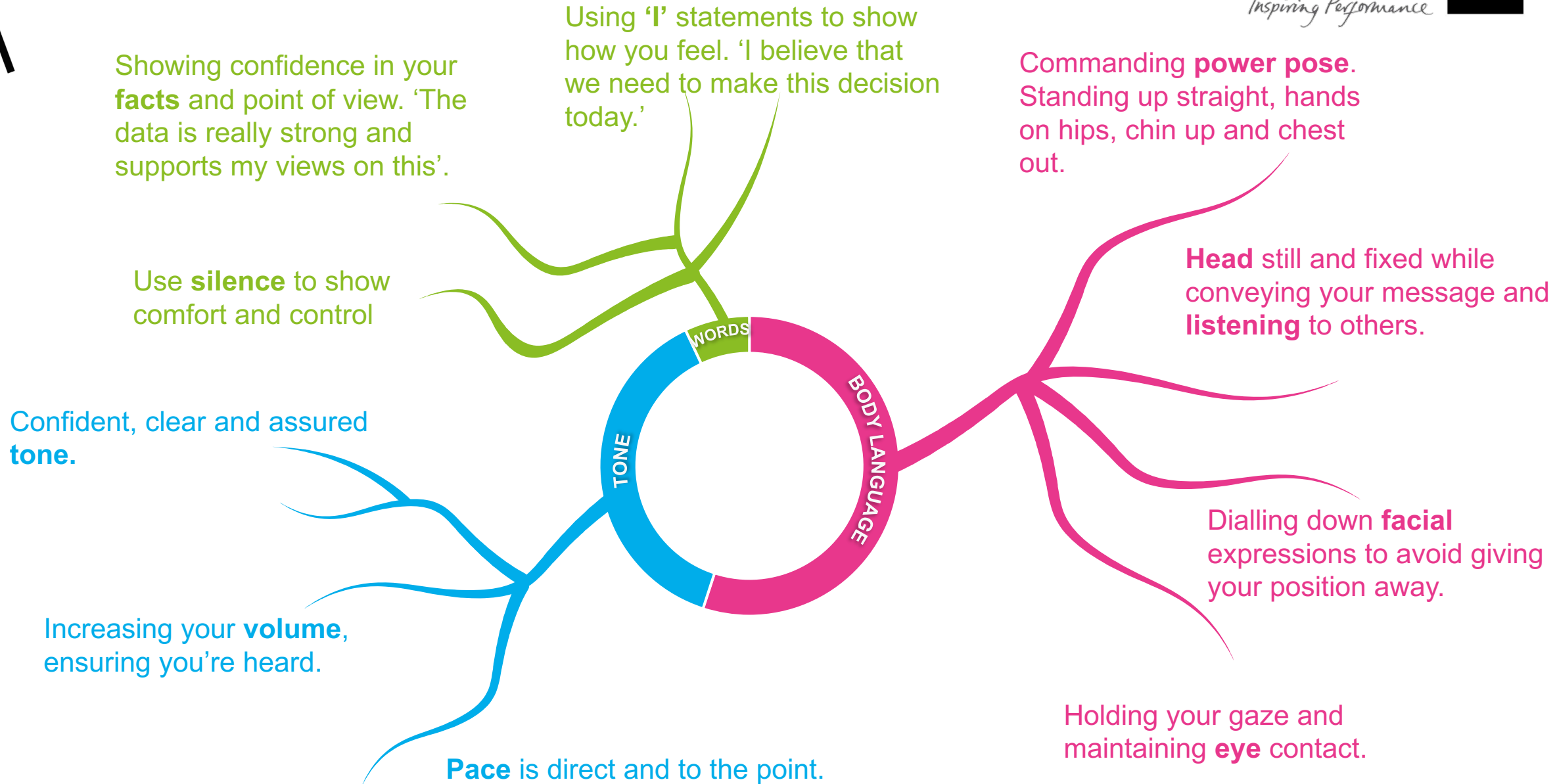


Let's look at some tactics that can help you get these signals right.

Playing it low...approachable



Playing it high...assertive



Your commitments

Playing Low

Playing High

Your body
language

Your tone

Your words

Wrap Up

Learning outcomes

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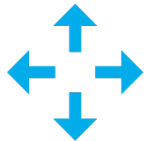
Leading with impact: Key points



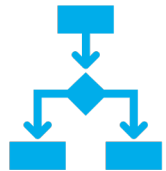
We have a choice about how we show up to situations.



Ensuring that we are in control gives us confidence and reduces uncertainty.



Flexing our presence allows us to adapt to the needs of the situation.



We must play it the right way at the right time, if we are to make an Impact!

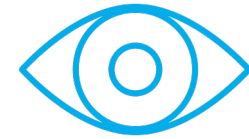
Leading with impact: Action planning



Consider what you are currently working and who you are working with



Take control, think through your end game and build your confidence



Reflect on times that require high and low presence, adjust your approach