

INSPIRE & INFLUENCE

The Gentle Power of Mobilizing Others



Welcome and Congrats!



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Session 1: Introduction



Learning's in today's session

- ▣ Why this course
- ▣ Defining Gentle Power
- ▣ Sources of Personal Power
- ▣ Inspiring with Authenticity and Influencing with Intention
- ▣ Push/Pull strategies
- ▣ Introduction to the 9 necessary skills to Inspire and Influence

Why this course

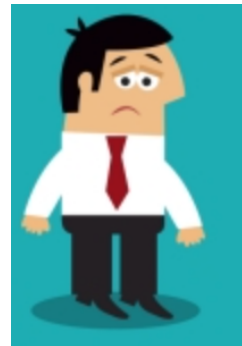
- 93% of my coaching clients (>500) would like to be better able to be heard, appreciated and influential
- 78% have occasionally experienced being inspiring and influential, yet lack the confidence to do it more regularly
- When changing job or looking for a new job, 97% recognize to feel less inspiring and less influential as ever (exactly when these skill are mostly needed).
- Most past examples of leadership success stem from application of Positional Power
- Most jobs today require the ability to influence without authority

Power as Applied Energy



Sources of Personal Energy

Physical
Mental
Emotional
Spiritual



External Sources of Power

Positional Power



... different from
Personal Power



Other External Sources: Relational,
Cultural, Expertise-based, etc.

The Man at Transfer Desk



Do You Know who I am?

Gentle?



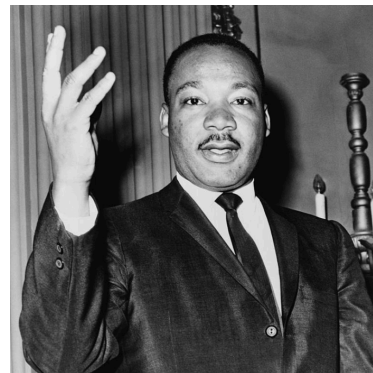
Gentle Power
is what you source from within
(Personal Power Only)

Inspire vs. Influence

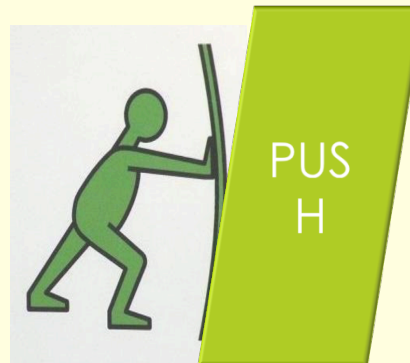
Inspirational
Role Models



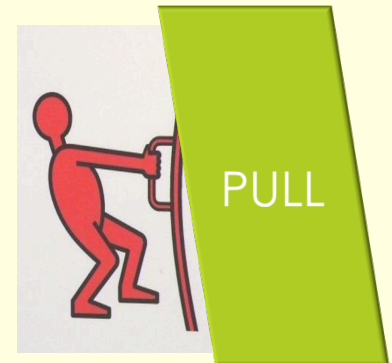
Intentionally
Influential



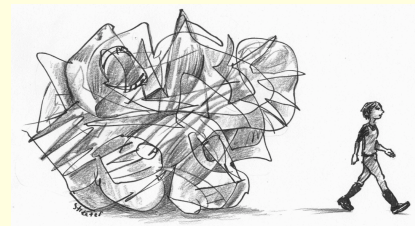
Push and Pull Power



PUS
H








PULL



Walk
Away

Positive Power of Influence Matrix

ENERGY	INFLUENCE STYLE	INFLUENCE BEHAVIOR
PUSH Self ▼ Other	PERSUADING 	<ul style="list-style-type: none">● Proposing● Reasoning
	ASSERTING 	<ul style="list-style-type: none">● Evaluating● Stating Expectations● Using Incentives and Pressures
PULL Self ▲ Other	BRIDGING 	<ul style="list-style-type: none">● Involving● Listening● Disclosing
	ATTRACTING 	<ul style="list-style-type: none">● Finding Common Ground● Sharing Vision
INFLUENCE TACTIC		
MOVE AWAY Self ◀▶ Other	DISENGAGING 	<ul style="list-style-type: none">● Postponing● Giving and Getting Feedback● Changing the Subject● Taking A Break
	AVOIDING	

Persuading (Energy is Head Based)

- PURPOSE: reach a rational solution of a given problem which is mainly my responsibility to resolve
- Behaviors:
 - Proposing
 - Reasoning
- Watch-out: logic based only on my way of thinking, without taking into account what is important for the other
- Most often used style by default



Persuading Language

■ PROPOSING

- I have a proposal
- This is a problem/ challenge and want to offer a solution
- Here is what we can do ...

■ REASONING

- Three reasons at most
 - Very factual
 - Presenting Benefits of solution considering the perspective of the other person
-
- It is often useful to quickly recap proposal at the end



Persuading



Example

I suggest that Vincent takes over two of my dry-ice clients.

The first reason is that I need to focus on the new Key Account and I want to make sure to meet the targets and deadline **agreed with you**

The second reason is that Vincent mentioned to me that he is eager to take on new challenges and has already started to accompany me in visits; he is confident he can meet the **targets and deadlines that you expect.**

Asserting (Energy is gut-based)

- PURPOSE: invite to bargain, in order to meet the needs of both
- Behaviors:
 - Evaluating (+ or -)
 - Stating My Expectations
 - Incentives
- Watch-out's:
 - Generalized or vague expectations or incentives
 - Using facts



Asserting Language

- EVALUATING
 - I like/appreciate that ...
 - I do not like/appreciate that ...
 - What excites me is ...
 - What concerns me is ...
- STATING EXPECTATIONS
 - I need ...
 - I want ...
- INCENTIVES
 - If you/we do ... I will ...
 - If you/we do not, I will ...



Asserting



Example

I appreciate that you trust me with key responsibilities and assign top priority BD projects to me. **What concerns me** is the latest deadlines set by the board are hard to achieve..

What I want you/us to do is to reassign Project Pongo to Sales / Davide

If you/we do that, I will make sure to bring Davide fully up to speed and continue to support him for as long as it takes to ensure that the deadlines are met.

If Sales/Davide cannot take on Project Pongo, **I will** have to make some tough decisions on which deadlines can be met and which ones must be renegotiated.

Bridging (Energy is Heart Based)

- PURPOSE: develop long-term commitment to a path or a solution
 - In all Pull styles we involve others and they gain ownership + control over solution
 - Foster cooperative attitudes
 - It builds trust and mutual respect
- Behaviors:
 - Involving (e.g. by asking open ended questions)
 - Listening (actively, rephrasing, checking understanding)
 - Disclosing (using vulnerability)
- Watch-out: must be genuinely meant!



Bridging Language

■ INVOLVING

- I would like to know more about ...
- What are your thoughts on ...
- How do you see ...
- How about ...

■ LISTENING

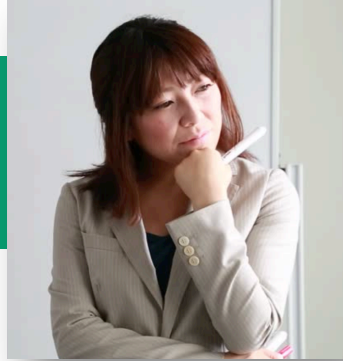
- So you are saying that ...
- If I understand you then...
- It sounds to me like your main concern is ...

■ DISCLOSING (might come first and/or last)

- I really need your help on this ...
- You are right, it was a mistake to ...
- I am confused (worried, concerned) about ...



Bridging



Example

I feel a bit overwhelmed about all the deadlines that we have been given; **what are your thoughts** about these deadlines? These deadlines are handed down to me, so there is **not much I can do about them.** **So, are you saying that** all the deadlines are inflexible? **What are the options** that can help me meet these deadlines?

.....

Attracting (Energy is Full-Body derived)

- PURPOSE: to excite, make people feel special and eager to join in
- Behaviors:
 - Finding common ground
 - Sharing vision
 - Encourage and engage
- Watch-out's:
 - A one-go and then forget
 - Must continue to remind ourselves of vision



Attracting Language

■ FINDING COMMON GROUND

- We both believe in...
- Together we can ...
- We have learnt so much together ...



■ SHARING VISION

- A year from now others will be saying ...
- Imagine what we will have achieved ...
- Picture this ...

■ ENCOURAGE AND ENGAGE

- We know how good it feels to overcome difficulties
- We are in this together and we will be so proud!

Attracting



Example

We both know that our department has been under a lot of pressure with increased demands; **you and I have always prided ourselves** of delivering quality and timely solutions to the markets. I know that we share the same concerns.

Imagine Pedro taking the LA demands in house. He is so enthusiastic and would love to be given an opportunity to become more visible. He has an excellent record of beating deadlines.

Wouldn't it be wonderful to be able to beat deadlines? And to help our youngest division develop? We will need to supply training, it will not be an easy walk, **but in one year from now we will be so proud!**

Next Sessions - Structure

- Session 2: The Gentle Power of Inquiring
- Session 3: The Gentle Power of Narrating
- Session 4: The Gentle Power of Flexing
- Session 5: The Gentle Power of Learning
- Session 6: The Gentle Power of Uncovering
- Session 7: The Gentle Power of Engaging
- Session 8: The Gentle Power of Naming
- Session 9: The Gentle Power of Connecting
- Session 10: The Gentle Power of Energizing

The Gentle Power of Inquiring



- THEORY:
 - Curiosity Development in Adults
- INQUIRING SKILLS
 - Focused Listening
 - Active Listening
- Examples of Application
 - Job Interviews
 - Not being Defensive when Challenged
 - How to respond to feedback or unsolicited advice

The Gentle Power of Narrating



- THEORY
 - The Cognitive Mind, how we learn and how we retain
- NARRATING SKILLS
 - Storytelling
 - Verbal and non verbal
- Examples of Applications
 - Personal Brand
 - Creating a Compelling Vision
 - Large Audience Presentations

The Gentle Power of Flexing



- THEORY

- Heuristics, Algorithms and Cognitive Biases

- FLEXING SKILLS

- Vulnerability
- Problem Solving in Subjective Matter

- Examples of Application

- Breakthrough thinking / innovation
- Negotiation / career discussions
- Dealing with Ambiguity

The Gentle Power of Learning



- THEORY

- The trap of self-deception
- Mirroring

- LEARNING SKILLS

- Checking Understanding
- Benefit of Doubt

- Examples of Application

- Networking
- Trust-based Relationships

The Gentle Power of Uncovering



- THEORY

- The quest for certainties
- Fact Gathering vs. Insights

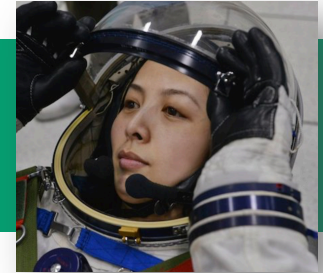
- UNCOVERING SKILLS

- Focus on the actionable, not only the informative
- Go beyond words / layers

- Examples of Application

- Marketing
- Controversies
- Senior strategic experts / Consulting

The Gentle Power of Engaging



- THEORY

- Alignment vs. Agreement
- Attraction and fear of Unknown

- ENGAGING SKILLS

- Align on Intention before planning
- Daring to dream
- Implementing based on Vision

- Examples of Application

- High Performing Teams
- Ownership and Accountability

The Gentle Power of Naming



- THEORY
 - Intuition and Rationality
 - React or Respond
- NAMING SKILLS
 - Kindness
 - Observation sharing
 - Self awareness
 - Noticing, Naming and Owning
- Examples of Application
 - Dealing with Change
 - Dealing with Complaints
 - Feedback
 - Dealing with Stress

The Gentle Power of Connecting



- THEORY

- Mutually antagonistic brain networks
- Tasks vs. Relationships

- CONNECTING SKILLS

- Mindfulness and Presence
- Taming the Inner Saboteurs

- Examples of Application

- Mediation
- Conflict Handling

The Gentle Power of Energizing



- THEORY
 - The hard facts of Positivity
 - Appreciation vs. Compliments
- ENERGIZING SKILLS
 - Acknowledging
 - Factually based appreciation
 - Thankfulness
- Examples of Application
 - Creating High Performing Teams
 - Talents Development

Well done!

Congratulations!

You have completed the first session of the Master Class!