
Leadership Academy: Influencing Others

Transcript

>> Andrea Falzarano: Welcome to the ASHA Leadership Academy webinar, Influencing Others. This webinar content is appropriate for entry and emerging leaders. I am Andrea Falzarano, Director of Association Governance Operations at the ASHA National Office. We planned today's webinar to help audiologists and speech-language pathologists learn to create win-win situations to achieve their vision for their programs, clients, students, or career. Each of you should have a copy of the handout, which includes speaker information and slides. If you do not have the handout, please pause the webinar now and access a copy from our website. You will need a copy for interactive sections of this presentation. At this time, I would like to welcome our presenters, Kevin Nourse and Alice Waagen. Dr. Kevin Nourse is an executive coach, organization development consultant, and facilitator, with nearly 20 years of progressive experience in both for-profit and non-profit organizations. He is a professional certified coach through the International Coach Federation and has extensive experience coaching leaders in the areas of emotional intelligence, career planning and transition, influence, risk-taking, and strategic thinking. Dr. Alice Waagen is a business consultant who teaches management skills to business leaders. Alice has conducted hundreds of workshops and training classes at many of the country's top fortune 500 companies, non-profit organizations, and government agencies in the Washington, DC area. In just the last five years, more than 132 leaders from 26 regional organizations have graduated from her unique leadership development workshop series. Now let's begin. Over to you, Kevin.

>> Kevin Nourse: Thank you, Andrea. Well, we welcome everyone to the Leadership Academy webinar on Influencing Others. We're happy to have everybody participate in the webinar, and we'll be talking about, um, strategies and techniques that you can use to influence others, hopefully right after you use this webinar. Um, in just a minute, I'm going to introduce the fiduciary responsibility. Um, the disclosure statement, so, I would, I'm Kevin Nourse, principal of Nourse Leadership Strategies, and I am an independent contractor. I am being financially compensated by ASHA for the Leadership Academy webinars, and I do not have any non-financial interests with ASHA. My colleague, Alice Waagen is a subcontractor to Nourse Leadership Strategies. She is also an independent contractor, financially compensated by ASHA for the Leadership Academy webinars, and without any non-financial interests with ASHA. Before we get into the agenda, I want to just point out there's two audiences for our webinar today. We've got those of you who are in the classroom with us, and then we have those of you, of course, who are listening to the webinar recording. For those listening to the recording, at various points, we'll be posing reflective questions to the group to allow you to deepen

your knowledge of the content. At that point, we'll invite you to hit the pause button on your replay so that you can take some notes or reflect on your handout. When you finish, you can then hit the replay button and join us in the session. So, with that, I'll toss to my colleague, Alice, to go through the agenda.

>> Alice Waagen: Well, thank you, Kevin, and I would also like to welcome everyone for participating in today's webinar. Um, we're going to talk today about the fundamentals of influencing others. This is a very key leadership skill that we'll talk about in a few minutes, and one really important for anybody to be successful in either their professional role or a volunteer role. So, how are we going to do this today? We're going to start by defining some of the key terms that we'll be using in this webinar, then we're going to talk about sources of power, a very critical issue for influencing others. We're then going to go over a step by step process to use to influence others, and finally, we're going to highlight certain behaviors that you can use that will make you more successful at influencing people. So, with that, let's take a look at these key terms that we'll be using today together. Start with the concept of influence. Influence is the capacity to use one's power to have impact on behaviors, attitudes, or opinions of others. Putting it simply, when we want to change someone's behavior, change their attitude or opinion, we will exert influence to do that, and we'll be using our personal power to get that done. Now, how do we define the word power? It's a resource used to achieve one's goals. We're going to get into concept of power in more depth in a minute, but it's very important to know that influence is executed by using our own resources to make it happen, and we'll know that we will be successful when we see the change that we are trying to achieve. So, why is this important for those on the call today, or on the webinar today and listening in? To achieve your goal, you have to understand how other people work, and especially in a volunteer situation, you know, when we're in a leadership role in an organization, we've got what we'll talk about in a few minutes as formal power, we have the ability to give somebody feedback or to affect their performance review, but as volunteers, we don't have those formal mechanisms. We have to get a lot done simply by able, by being able to influence others. The second idea here, win-win situations, the other important part of success in any role is to build positive relations with others, and if we get our goals done by us winning and others losing, that's really not going to be good long-term. So, good influencers achieve their goals, but also help others achieve their goals in a win-win situation. Kevin, anything to add to our definitions here?

>> Kevin Nourse: Yeah. You know, I think, you know, some people look upon influence negatively, as if it were, um, manipulative, but, really, we're talking about influence in a way that builds relationships. In other words, I'm looking out certainly for my own interests and my own ideas, but I'm also looking out for yours, and so we know that when we take that, um, approach to influence, it does tend to build the relationship, which makes it easier the next time I engage with you. So, I think that's really important. It's both how can we get results, but do it in a way that builds and sustains the relationship from that perspective. Okay, so, I think we'll take a look at some of the emerging research around influence. As is often the case with each of the webinars, we

look at specific research studies and some of the emerging themes. A couple things stood out when I took a look at the literature. For example, more and more, we're looking at, um, researchers are looking at non-verbal behavior and facial expressions, because as we know, so much of communication is non-verbal, and I think that's also true with influence skills. Um, looking more specifically about different, um, constituencies, for example, women in power and advancing into leadership and the role influence plays in that, or even the last one, whole field of studies emerging around impression management, self-promotion, and politics in the workplace and how influence happens in those contexts. So, that's some of the emerging research that we've seen going on. Um, Alice, I think you were going to jump in with a reflection question.

>> Alice Waagen: Certainly am. Okay, this is our first reflection question of the webinar. Um, I'm going to set the stage with the question and then ask folks listening to the recording to pause and also reflect. So, our question is this: What influence strategies or practices do effective leaders use? So, you can start by maybe thinking of a person you know in leadership who you feel is very influential, what strategies or practices do they use? So, those listening to the recording, please hit pause and give this some thought, kind of get your head around this. It'll help us in the rest of the webinar, and those who are with us today in the classroom, put your thoughts in the chat box so that we can see some of your ideas on strategies and practices of effective leaders. Kevin, what have you seen in your walk of life about influence strategies?

>> Kevin Nourse: Well, I've looked at building upon my discussion about non-verbal influence, and it seems that, you know, so much of leadership presence is about the ability to kind of remain calm in the midst of crisis. We often attribute leaders to having real presence, and it's so fascinating, and in the research I did, even my dissertation, how those leaders that are able to maintain an even keel, again, in the midst of turmoil, um, are afforded a lot of influence. In other words, it even speaks to that emotional intelligence. I can manage my own anxiety, and I put forth a calm demeanor. So, it's not even so much of what I say, but so much of leadership, and certainly influence, is about how I show up, how it shows up in my body as an important part of it. How about you? What are you noticing with some of your exemplar influencer clients?

>> Alice Waagen: Well, you know, it's so interesting that you use that example, because I can share a negative example, which is a leader I worked with a number of years ago who, quite honestly, had an anger management problem, and because he had such a short fuse, um, people kind of withheld information, because they didn't want to set him off. So, over time, he was, he lacked the ability to influence, because he lacked really good information about what was going on, especially information about what was not working. So, I agree so much with you, that, you know, being calm in the face of adversity is a huge, um, ability that would help somebody influence on the job.

>> Kevin Nourse: Okay, so, interesting to see some of the comments coming in. So, let's look at, we've got, um, Stacy, effective leaders put themselves in another position, so it's that whole empathy component, which is really, really critical. Um, what else?

Anna, strong listening skills, which is huge. You know, we often think about influence as being, um, one way, when, in fact, it really is both. Um, Alice, anything you're noticing in the observations?

>> Alice Waagen: Well, um, definitely, um, Susan says, um, leaders are inclusive and positive, I think that is a critical issue for anybody to be influential. Um, value the opinions of others, empathic. Yeah, Martine, I think that is so important, and to express that value, to provide feedback to people, to say bring me what you've heard and bring me your opinion, because that might help me, um, make a decision that makes sense. Yeah, leading through example rather than dictatorship, certainly, Kristy, and Stacy mentions walking the walk. Um, you know, what that also reflects to me, and I've heard this, again, with people who are successful at influencing others, I think one of the foundation practices, strategies, is building trust. You can be the most knowledgeable person on the planet, you can have a great success record, but if there's something you've done that has damaged my ability to trust you, that is going to limit any type of influence I could have. Kevin, what else do you see here?

>> Kevin Nourse: Um, you know, I think these are some really good observations. Susan points out the ability to see the big picture, as well as focus on the details, and I think it's that mix of both visionary, as well as, um, you know, working with the tactics and showing that range, I think is really important. Yeah, so, some really good observations there.

>> Alice Waagen: All right. Well, I think you're going to start us off, Kevin, talking about sources of power, that word that causes people heartache, power.

>> Kevin Nourse: That's right. So, I wanted to introduce this, because it's really critical as it relates to influencers, to know what power am I drawing upon when it comes to influence. So, we can think about it from two perspectives. One is our formal sources of power we also might call external power, and one which is the internal sources, or internal personal sources. So, we start, first, with the left side, so we think about formal sources of power. Um, that would be things like your title, your position, your formal authority. In essence, all of these things are granted to you by your organization, the issue is that if you lose your organization, you'll lose that source of power, and in and of itself, these are not, this is not a bad thing at all, in fact, power in and of itself is not bad, it's really the ends, you know, to what extent you use it, how you use it is more critical. Um, and, so, managers that have this, you know, it can be an effective use of, um, power to get things done. So, for example, um, you think about your ability to sign paychecks or your ability to, you know, approve requisitions or vouchers or hire or fire, all really legitimate sources of power. The opposite, the flip-side, though, we think about personal sources of power, these really live with you. So, qualifications, um, degrees, you know, your accomplishments, things like that in terms of your past experiences. Affiliations, um, having strong basis of relationships, so you know a lot of people, can be a huge source of power. Um, even personality and charisma. I've often challenged coaching clients that, you know, if you don't have passion and energy for your ideas,

why on Earth should anybody else? In other words, we know that, um, charismatic people can have a certain amount of influence depending on the audience. Um, reputation. What are the stories people tell about you when you leave the room? They're usually talking about two things. One would be your achievements and/or your competencies.

The other would be, um, your personality, um, what you're like, and, so, reputation is a really important part of, um, you know, personal sources of power. And then even personal appearance, and, so, um, to some extent, we do have some control, some cases, we don't. For example, we know, well, in American culture, really tall people are often afforded more power than shorter people, or there's various examples of that, but in terms of personal appearance, um, the way that we dress can make a difference in terms of our ability to influence others. Just an anecdote, Alice, a few years ago, I worked with an image consultant. Oftentimes, I will refer my coaching clients to experts. In this case, we looked at color and style, and, um, I got quite an awareness about how I package myself in terms of my presence, and, um, how important it was to show congruence between my style of leading and engaging needed to be matched with the way that I packaged or dressed myself, so that's one thing that we do actually have control over. So, again, when it comes to influence, the idea is to draw upon our personal sources of power, and that, many times, managers will get into trouble, because, for example, new managers that have formal power can often overuse it such that it becomes a club, in essence, beats people into submission or compliance, versus how can you balance that with more personal sources of power to enlist and engage people and build more kind of cooperation and collaboration versus simply people are following you because they're afraid of you. So, again, we're talking about, um, balancing these sources, but ultimately, as influencers, we're going to draw upon personal sources. Um, Alice, what would you underscore in, um, our explanation of power?

>> Alice Waagen: Sure. A couple of points I'd like to make. Um, again, think of these as tools in your arsenal of influence, but think of them as broadly as possible. I think one of the challenges that, um, individuals who rely a bit too much on the formal source of power, you know, do as I say because I'm the boss, or do as I say because, you know, my title, you know, is greater than yours or whatever, that is a way to influence people, remember, defining influence is changing their behavior or their attitude or whatever, but it may not be sustainable. You know, so often, I've seen in my work where, um, especially in more bureaucratic organizations, the people say, well, you know, we need to do this policy, and you need to do it this way, because I'm the person in charge or whatever, and people will say yes, but as soon as they're out of the room, you know, they'll try to undermine it. That's not successful influencing. Successful influencing is where the change you are wanting to make is sustainable. So, too much on the formal side, I think can weaken that, and the other point, and, Kevin, you touched on this earlier, I think that I like to keep in mind when people say, oh, power is a negative thing, it is neutral, but what isn't neutral is what are you trying to achieve with it. When I use my source of power for my own personal gain, I'm not influencing anymore, I might be

manipulating, and that's a negative thing, but if what I'm trying to change is for the good of the organization or for others or whatever, then using all of this is incredibly important. You know, just a couple points too, I have to mention, you know, what you mentioned earlier about personal appearance. I think one of the things that has happened in the world of work that has affected the ability, um, in some way, on appearance is the whole casual dress thing. You know, I can go into some organizations, um, and let's say walk into a meeting room or the cafeteria, and in the days of old, I knew exactly who was in senior leaders. They were dressed in suits and ties, or the women were in dresses, you know, on down the ladder. Well, nowadays, that issue of using your appearance to designate or to demonstrate your rank, you know, has really kind of gone by the by.

Um, I was delivering a workshop a couple years ago for a large organization, and I had about 30 people in the program, and the organizer came up to me and said, oh, you've got some Senior Vice Presidents in here, you want to know who they are? And I immediately said, no, I don't want to know who they are. I want to deliver the same program to everyone in the room, and I want to guide them the same and treat them as equals, and if I know that, you know, that person's an SVP, and that person works in the mail room, that could color how I interact with them. So, it's interesting, I mean, have you found that, Kevin, that the whole appearance thing is much fuzzier than it used to be?

>> Kevin Nourse: Yes. In fact, I think that's why organizational context is really critical. I've done quite a bit of work with high-tech. I remember working in one organization where, um, just to give you an example of the cultural icons, all of the conference rooms were named from members of the Grateful Dead, you know, musical group, so, in that environment, if you wore a tie, it was clear that you were going for an interview, you were seen as irrelevant among these, um, electrical engineers, and, so, literally, I had to adopt what I was dressed in, take off my tie, you know, to some extent, pull out my shirt tail, whatever I needed to kind of fit in less I not be seen as credible with the audience that I was working with. So, you know, again, I think that's really an important nuance, is that the definition of power and what's seen as influential will vary by organizational context. So, when I work in high-tech, very different from when I step into a healthcare organization, working with a CEO versus an association. So, I think, um, it's hard to say that there's a, kind of a blanket description of kind of what's influential, it's often contextually-driven.

>> Alice Waagen: Yeah. That's a really good point. Yeah, and I like the idea, too, for people to pay attention to the whole concept of reputation. Um, you know, they used to call that, you know, a few years ago, personal brand management. Um, you know, if you don't pay attention to that, it can seriously impact your ability to successfully influence others and achieve results. If you, by chance, you know, do something that's considered a bit unsavory or a bit questionable, you know, it doesn't matter how much formal power you have or anything else, your ability to really influence others is going to be weakened. Absolutely.

>> Kevin Nourse: And that's so true, Alice. I've seen that. It's not just, no more is it just doing good work is enough. I find that, you know, in terms of successfully managing your career by being influential, it's also paying attention to your reputation, and also the depth and breadth of your professional network, that all of those things go into really building, um, in essence, career power in terms of getting things done. So, at this point, I think you're going to take us into a reflection.

>> Alice Waagen: Yes, I most certainly am. Again, let me set the stage, and then I will charge people to definitely reflect on this. Um, think about your own sources of power, but specifically your personal power. What do you bring to the table, again, not formal, but informal, and how can you increase that? How can you leverage it more when you want to influence others? Those of you who are listening to the recording, please hit pause now, give some serious thought to this, and then rejoin us in a few minutes, and those of you who are in the classroom today, if you want to go ahead and put in the chat box what do you see as your primary source of personal power, and how can you increase that over time. Kevin, what do you see as people using successfully in terms of personal power?

>> Kevin Nourse: Well, a personal story, you know, a year ago, I, um, self-published a book, and part of the challenge was, you know, trying to enlist the support of a publisher, and I had relatively no power, and part of the challenge was that I hadn't been published before. Publishers are very risk-averse, and so it became really an interesting challenge for me, is how do I build my power, or what we call the author's platform, and, so, inevitably, it was through relationships, building relationships with key influencers in the field, it was doing, you know, speaking engagements, um, it was creating electronic buzz out there about what I was doing, the ideas that I was speaking about, that kind of thing, um, and, so, you know, I ended up self-publishing, because I wasn't able to go to that path, but I find that, you know, that the whole act, any of those, um, participants today who have, you know, published or going through the process, you know that simply having a great book concept isn't enough, because, ultimately, it's not going to get you much in terms of visibility and traction for the idea. Yeah, how about for you?

>> Alice Waagen: Well, you know, I think, um, one of my primary sources of personal power is my network. I, you know, as an independent consultant, um, I am very aware of where my strengths are and where my weaknesses are, and I'm constantly using my network as a way to augment, you know, knowledge or learning I don't have, but at the same time, it's great also to have people to call on, to say I want to run an idea by you, whatever. Um, if we get too insular or too narrow, we're losing a huge resource out there, to hone and increase your influence abilities. So, let's see what our, um, folks in the classroom have shared with us. Seles mentions being well organized. Absolutely, that is a huge area of power, because you're the person they'll call on when it's like when is that meeting supposed to be, and what are we supposed to be doing. Um, Anna uses a vision and sharing the excitement of the vision. That can be a very influential tool. Absolutely. Um, Susan says the ability to see the big pictures, as well as the details. You know, again, that lends a lot of credibility to what you're doing. Um, Stacy says

charisma and energy. Susan taps her work experience, work history, reputation, um, and looks to, um, networking with other decision-makers as a way to increase that. Um, Anna says, you know, continue learning and growing my skill set. Yeah, you know, I think a huge asset of personal power is knowing more than anyone else, it's to continue your personal development, to continue to grow your value in terms of what you can give and share with others is huge. Okay, other really good stuff in here. Nad says self-drive, sharing knowledge. Um, Martine, relationships, experience, vision, and confidence. I like that word, confidence. You know, if you don't have confidence in what you're doing, it's hard to influence others. I mean, they'll see that you're not confident and kind of back away too. Okay, Kevin, I think you're going to open up our next area for discussion here.

>> Kevin Nourse: That's right. So, what I'd like to explore a bit now is, um, you know, what is influence, so how is it manifest in terms of conversations to influence others, and specifically, what are the steps, it's not just a random conversation, but let me just, um, go through each of these steps, and then, Alice, I'll invite you to chime in here in just a bit, but, um, so, we think about this idea long before influence happens, is starting to get your mindset in place, ready to influence, and I think step one is really critical, understanding your influence target. Um, so that includes things such as what is the personality type, and how do they like information. Um, are there any goals or priorities that they have, maybe based on their department or their function. Are there any hot buttons that you know about that would really trigger them to resist, perhaps, your ideas? So, this is really critical. Um, the idea is how do I need to show up in ways that can help this person understand what I'm trying to achieve and what their role could be in it. Let me give you just a couple of examples. Um, personality, I know that I'm very much an extrovert in the language of the personality assessment, so I tend to think out loud, many times, you know, as an extrovert, I don't know what I'm thinking until I open my big mouth, um, but, you know, from that perspective, and I've seen that challenge I've had with, um, before I had awareness, of trying to influence introverts, people that are much more private.

So, um, for me, and I would ask, um, nice, pointed questions, which, inevitably, had the impact of shutting down the other person, trying to put, you know, putting them on the spot. So, to me, that's a really important thing to know, and, so, again, it's understanding our influence target, and certainly not to manipulate them, again, it's really from the perspective of how can I be the most effective with this person by anticipating what their concerns are, where they're coming from. Um, perhaps, you know, we're in different parts of the organization, and I've seen that. Formerly, I used to be, um, an HR guy, a Human Resources man, and, so, trying to influence, for example, our friends in the information technology department, I had to learn that was a whole different world, that getting them on the phone would have been impossible. I had to send a well-written e-mail and have that mindset in terms of getting their support by recognizing that they did not necessarily want to communicate via, you know, a phone call or a face-to-face chat, and if I pushed the envelope, basically, my request for support would go no where, because I was, in essence, violating some important norms about how the individuals in

that field like to communicate. We then, um, well, before I move on, Alice, what would you, um, highlight as it relates to step one?

>> Alice Waagen: Well, you know, sometimes, when I've presented this concept to people, they say, well, you know, understanding your influence target, you know, that sounds to me like stalking, it sounds to me like, you know, what am I going to do, go behind their back and ask about what their hot buttons are, and the answer is no. I mean, obviously, that would not be what we're talking about here. What we're talking about here is adjusting and adapting to what's going to meet the needs of that person, and, so, the more you can understand about them, the more you can just adjust. You know, again, not to be inauthentic, but to understand that your auto pilot way, you know, Kevin, your example, if my, when I'm not thinking, I'm on auto pilot, I'm talking all over the map, and this person is a linear, structured thinker, I'm just not going to be effective. So, understanding that, sometimes, we have to adjust to communicate or act in a way that might not be our natural inclination, but you've got to be able to do that. You know, again, when I watch successful, people who are successful at influencing others, they're extremely good at knowing their audience and knowing how to position something in order to get what they need. Yeah.

>> Kevin Nourse: Yeah, it reminds me of, um, when I meet with perspective clients, and I'm selling myself, which is a form of influence. One of the first things I do, for example, is to go to Linked In and look at their profile, because what I like to understand is their background, but also find, um, do we have any commonality, because you think about, really, the ultimate of influence is about how do you build trust, because when people trust, when there's mutual trust, we, in essence, it opens the channel for influence back and forth, and, so, to find that we have common experiences, we worked with the same employer, we went to the same school, it's a way of kind of building the relationship, which, of course, is so critical, we know, to getting things done in any organization. Okay, step two, we then start to think about, um, how do we know we're going to be successful, what is the evidence of success, what would your, um, influence partner do or say that would be evidence of, that they really did get onboard, and what's underlined is the premise that influence lives in a eye of the beholder. You know, Alice, you and I can have a great conversation, and I think I've influenced you, but, ultimately, you know, you walk away, like, well, good conversation, but I'm not going to run that webinar for Kevin, you know, kind of thing, and, so, that really is the ultimate test, so we step back and think, well, how am I going to know it. I've seen this happen a lot. Um, for example, I used to be a software developer and would implement, you know, software solutions in organizations, you know, and I would work with my clients, or in this case, my boss about, you know, getting their support, you know, I really need your support for, um, this software implementation, and, of course, what does that mean? How would I know, you know, that person's supporting me, my boss is supporting me? Would it be they're going to sign an approval here in three weeks, they're going to send out an e-mail on my behalf? In other words, you think about how can we be specific and concrete about what support looks like, and I think, a lot of times, we create resistance to our ideas because we're trying to take people places that they are confused on. Um, I

approach you, I want you to be my mentor, um, and you're thinking, what are you going to, like, you know, sit at my desk every day? So, being really clear, no, actually, really, what I'd like to do would be to meet with you maybe once a quarter and talk about trends in our profession. Oh, okay, well, I can get onboard with that. So, Alice, what would you highlight here in step two?

>> Alice Waagen: Well, the biggest reason to spend some time of what your success looks like is it allows you then to measure whether you're achieving it or not. If I'm very specific about what actions I want a person to do or, you know, how I want to influence their attitude or belief, I can then watch for that to happen, and if I don't see it happening, I can then recalibrate, I can kind of step back and say, okay, this isn't working, what's wrong here. You know, perhaps I'm not being as influential, perhaps my perception of my personal power isn't as great as I thought it was and so on. The other thing, I think, is if things aren't working out, is you can do a little reflection and say what really is my goal here. Maybe I'm stating one thing, but it's really not, I've got some hidden agenda I'm working on here, and this person's perceiving that, and that's why they're blocking right now. So, very important step, I think, to be successful at influencing a person.

>> Kevin Nourse: Thank you. So, let's talk about our final step, preparing your approach. So, now I have a sense of the person I'm going to be interacting with, I'm really clear about what success looks like, now I can start to formulate, build the approach, using a combination of, and we're going to introduce these in just a moment, but advocacy behaviors, sending out information to them, or inquiry behaviors, drawing them out, because, again, we know that good influencers use a little bit of both, as you all highlighted early in the webinar. Um, evidence to support your requests, so it's providing evidence, maybe an important influence strategy, and then anticipating what likely are going to be their concerns, and to what extent did I prepare for those in advance, because we know that, um, I think a lot of you alluded to that early on when we talked about skilled influencers, you know, they've got that kind of even keel. Well, what I find is that when I coach leaders, that if you anticipate their, you know, the questions you hope they don't ask, but you've prepared for them, you're able to kind of demonstrate this calm demeanor so that you can handle these things, you're aware of it, kind of the emotional intelligence that really is critical here. Um, so, again, we start to think about what's the right mix, what data might I need to present, what vision might I need to present, um, even thinking about, um, is there someone that can be part of my, um, approach. Maybe I don't, in and of itself, I don't have enough of a relationship with that person, so is there someone I can partner with to be part of this approach in terms of how I influence. Alice, final comments on that?

>> Alice Waagen: Well, you know, again, I think the important issue here is, you know, preparing and planning. I think, sometimes, people jump into this step three without doing steps one and two, and they find they bit off more than they can chew. They'll go in and propose an idea or promote their point of view, expecting everyone to jump onboard with it, but they haven't done the planning, they don't really understand what resistance they may find out there, they don't, they didn't anticipate hitting a huge hot

button that caused everybody to put the brakes on, um, they may not have been even that clear as to what they expected to come out of it. Well, what's happening then is without this step three, this planning, um, they're at risk of actually hurting their reputation, going back to our issue of personal power, they're at risk of building a reputation as they're the kind of person who doesn't think things through, kind of jumps in with half-baked ideas, and then once that reputation is out there, wow, it gets much harder in future times to be successful at influencing people.

>> Kevin Nourse: That's a great point. It's, in essence, hard to unring a bell, you know, once that's out there, because I've seen, for example, um, the idea of, you know, going in and getting to know someone in a conversation to influence them, and you're asking them, for example, questions that could have easily been, um, identified or answered had you maybe checked their web page or checked their Linked In profile. The idea is, you know, to what extent you demonstrate I've done my homework, I've gotten to know about your past and your research, you know, and so, that way, I have more currency with you in the present. Okay, I think we're ready for a reflective exercise. So, in this case, um, we'd like you to reflect on a past attempt to influence another person. Um, think about how well did you understand your influence target, so that's step one, or clarify your success outcomes in advance. So, we're focused on those two steps, the extent to which you did those things, and what would you do differently if you tried it again? Um, so, for those of you in the classroom, we'd love to see what your thoughts are, and if you're listening to the recording, now would be a good time to hit the pause button and capture some thoughts in your handout and then rejoin us when you're ready. So, Alice, let's start with you while we're waiting for our folks to share.

>> Alice Waagen: Yes. Well, I can think of a great example, a good bad example from my own life. When I was new, fresh and new to the workforce, a few decades ago, um, my first boss, wonderful, wonderful woman, but she had a habit of, every Monday morning, the whole staff had to get together for a staff meeting, and she never had an agenda, she'd talk all around things, and, um, honestly, they were a pretty ferocious waste of time. So, about, you know, three, four weeks in, I took a colleague aside, and I said, you know, I'm going to go talk to the boss and tell her she's really got to get better organized, I've love to see an agenda, I'd love to see a timed agenda, I'd rather see the use of a parking lot to have these side conversations, and he let me run for awhile, and then he said to me, um, okay, so, what's your, what are you trying to achieve here? Well I want her to be more organized. He said, okay, you know, that was the step two part, but then he asked a very interesting question, he said how likely are you to be successful doing this? And I, you know, I looked at him, I said, you know, she's been doing these meetings this way forever, so you're brand new, how likely are you to be successful, and I still was a bit resistant, said, well, I think it's a great idea, I think I'll be successful, and he said, all right, what are the risks here though? What if she decides that you're not doing a good thing? And I realized that the risks of me, the probability of me succeeding was small, but the risk of me totally alienating and insulting my boss was high, so, you know, I sort of did the one, two, three, but I never acted after that. I said, okay, I think I need to maybe slowly influence by mirroring a behavior of being planned,

but not to go in and make demands, because I didn't, at that point, putting it in language of today, I had almost no personal power in this situation, and I sure didn't have formal power, so that sort of put me at a disadvantage. So, that was my example of using the planning process unconsciously and then backing off before I, before I talked myself out of a job.

>> Kevin Nourse: It's a great, it's a potential landmine avoided, but a really good insight, Alice. Thank you. So, we've got a couple folks that have shared. Um, Kristy, um, summarizes, in essence, I didn't do this well with one person in particular. Um, so, the idea of showing up, beginning with more compassion and patience, so really thinking through your approach, Kristy, that's, again, sometimes, the most painful experiences are the richest for learning. Or previous attempts in terms of, you know, more of the organizational vision, the individual's ideas, again, using that inclusive approach to get ready for the influence conversation. Or Stacy points out, um, not to assume that we're on the same page. In essence, that's often a great place to start in a conversation. She had a very different take on what the problem was, so different ideas about the solution. Yeah, I often say that it's important, before you get to the solution, to sell the problem and make sure that we're aligned around what that looks like before we get to the solution. Um, yeah, anything you notice in the sharings that resonates for you, Alice?

>> Alice Waagen: Um, no, I think this is great stuff. Um, I especially like Kristy's, um, note about compassion, because, oftentimes, we can get so, um, overwhelmingly supportive of our own ideas that we fail to see that maybe what we're trying to influence is causing that person pain or causing them anxiety, and if you ignore those feedback, then you're not going to be successful. I think that's good stuff.

>> Kevin Nourse: Okay. Well, I think you're going to take our third module, Alice.

>> Alice Waagen: Yes, I sure am. Now we're talking about behaviors. Before, we talked about the step by step process, talk about behaviors. Um, you'll see we have a little balance scale on here, and what we're talking about here is the ability to balance advocacy with inquiry. Now, what do I mean by that? Starting on the advocacy side, this is the telling and selling side. When I am using advocacy behaviors, I am expressing, I am speaking, I am sending out messages to get my position out there. On the inquiry side, though, I am not sending out, I'm taking in. I'm asking questions and listening, and we'll talk a little bit more about what those mean. So, putting out, taking in, that's what we mean by advocacy and inquiry. Why is balance so important? All right, if I am way over on the advocacy side, if I'm selling and telling and doing all these things, and I'm not using inquiry, I am at risk of being misinformed, of going in the wrong direction, of whatever. I'm not reading the environment, I'm just pounding at people. On the other hand, if I am way over on the inquiry side, and I'm questioning and getting opinions, etc., and I'm not putting the advocacy out there, people are going to go, well, what is her opinion? What does she really feel about this? She's asking our opinion, she's asking everything about us, but we don't know where her head's at, and that's going to be damaging to my ability to influence. So, balancing these two are critical to

being successful influencers. All right, let's dive a little bit deeper and look at specific behaviors and what we mean by them under both of these headings. Kevin, you want to start us out with, um, the advocacy?

>> Kevin Nourse: That sounds good. So, let's start with advocacy. It's about sending information out to the other, and we've got, there are many strategies, and we've boiled it down to these really four key ones. We start first with requesting, which is, you know, succinctly describing what you want from the other person. Um, I think we've all experienced that pain in e-mails that maybe we've gotten from someone, three pages of e-mail, and buried in there somewhere is the request they have of us, and generally, what I find is I just tune out, and sometimes, typically, it's about getting the request out upfront, and, you know, oftentimes, people forget that that is a really important part of influence, which is letting people know what is it you would like from them, and just be explicit about that. Secondly, providing evidence, so it's really kind of, in essence, your selling points by providing evidence to the other, and I think what's really critical here when it comes to evidence is it takes into account, well, what do I know about this person, and how am I going to influence them in terms of what evidence I provide. For example, I spent quite a bit of time as a, you know, as an HR director, human resource director in a large consulting firm, and I was trying to implement a career management center to help staff with careers and career choices, and so I'm trying to influence the Chief Operating Officer to get onboard with my idea, and I made that fatal mistake of I'm appealing to the COO in terms of how people will feel better about their jobs, they'll be more engaged, forgetting the fact that he was very much a numbers guy, and it was also really critical, you know, to emphasize what we could save in terms of cost of turnover, and what I should have done was emphasize that if, you know, if we can save a few careers and the cost of turnover is two and a half times salary, it would only take saving one employee to pay for the center. It also really was important, because the COO, his perspective hot button was that if you can't get it on one piece of paper, your proposal, I don't want to hear it, and I walk in with a 20-page power point deck. So, again, painful experience, but I learned a lot. So, that's really the essence of providing evidence, what kind of evidence is going to have impact with the target of your influence, more quantitative, more qualitative, is it going to be empirical research.

Thirdly, we have visioning. So, that takes a little bit more of an emotional appeal. In other words, you're describing what life looks like at the end of the road if folks get onboard with your proposal and they actually enact it. So, it's taking people to that place, not about how you're going to get there, although that's an important question, it's really what does life look like. Many times, we know that resistance happens when you tell people how you're going to do something, but, again, they're wondering what is the end result, and what will the impact of that be. And then, lastly, we think about empathizing, so that key aspect of influence, which is building trust, empathizing, to me, is a really powerful way to do it. In essence, let me get off of my island and go stand on your island and imagine what it's like for you and what you may be experiencing, and I find this is really critical. When I've worked with, um, clients that are really overwhelmed and frustrated, before I can help them problem-solve, I have to build the relationship and

build trust with them, and there's nothing like empathy to really connect with that other person. So, we'll get into inquiry in just a moment, but, Alice, anything you would add to underscore any of these?

>> Alice Waagen: Yes. You know, I like to look at these, um, breaking them into two ways, appealing to the head and appealing to the heart. I think requesting and providing evidence appeals to the head, it appeals to, you know, the analytical person, or the person that wants logic and reason, um, but visioning and empathizing appeal to the heart, and I think, sometimes, we tend to, you know, spend more time in the requesting and providing evidence and not really think about, you know, painting that compelling picture, or showing that you have empathy, or as we mentioned earlier, compassion, you know, showing that I realize, you know, that change is painful, but, you know, it needs to happen, at least acknowledging the fact that a person might not be happy with what you're asking them to do, I think can go a long ways, but, um, yeah, head and heart, if we don't do both, um, you know, we can still be influential, but it's a lot more difficult. All right, so let's talk about the balance act, the other side, inquiry. Um, we already mentioned that, you know, asking questions, asking open-ended questions to gather information. If you don't understand what's in their head, you're going to have a hard time gauging the success of your influence. Um, and then active listening, you know, again, these are skills I know that probably everybody, you know, who's an ASHA member uses these day by day, um, to be successful in the job, but, really, you know, I think with the active listening part, um, going back to what you said earlier, Kevin, about the non-verbals, I think really watch, what are they really displaying, as you're describing, as you're advocating, what are they saying? Are they nodding, but nodding with a frown? Are they, you know, arms crossed, closed body language, even though they're saying yes? I think that the biggest issue with influencing is making sure that it is successful, that you're not getting some sort of a verbal agreement, but, really, there's resistance underneath. And then focusing, surfacing and clarifying key issues or concerns.

You know, again, going back to the using questions and listening, you know, what would it take to get you, to get you into this new car? Not a good example, but, you know, what would it take to get you to understand what we're trying to do here? What's the rock in the road for you? What, you know, what causes you to hesitate? You know, I'm seeing some hesitation, I'm hearing hesitation in your voice, what are your concerns or your issues? Where do you see the risk here? These are the kinds of questions that are so useful in the inquiry side. So, balance is key. Um, one great exercise that I have used on others and I will share with you to use yourself, if you're going into an influencing situation, have a colleague sit down next to you and watch what you're saying and what you're doing, and keep a tally, how many times are you using an advocacy mode, how many times are you using an inquiry mode, and then debrief with them afterward. It's so easy, when we're passionate about an issue, to get stuck in advocacy. Well, maybe if I tell them one more time, maybe if I tell them a second time, but raise my voice.

(Laughing.)

>> Alice Waagen: Maybe if I shout, you know, that whole issue that if people feel they're not being understood, they just talk louder. Well, you know, that's just advocacy on a bigger scale. Um, are you doing enough inquiry to really understand what's going on, that's what I think is so critically important here. Kevin, any thoughts of you on the inquiry side?

>> Kevin Nourse: Yeah. I think, um, well, and I totally agree with you about, um, again, the importance of questioning and active listening. I find that the best questions, however, come from me being, really actively listening. In other words, as I start to engage with someone I'm trying to influence, to be really present with them causes me to formulate questions based on what I just heard to kind of probe deeper. I think about it almost like the, um, the iceberg, you know, at the top of the iceberg is what we see, which is maybe their position, their bottom line, and that when I ask open-ended questions, I'm exploring that rich world underneath the water that they may not reveal to me, but it's important for me to understand that so I can help them inform how my proposal may address some of their concerns or some of their challenges associated with that. So, yeah, so, really nice review there.

>> Alice Waagen: All right. I think you're going to take us into our final reflection.

>> Kevin Nourse: Okay. So, the final, um, reflection question for our webinar today is to, again, think about an upcoming influence opportunity, and that could be in your current workplace, it could be a volunteer, um, leadership opportunity that you're at. Um, which of the following influence behaviors will you use? What specifically will you say? And, so, specifically, is there a, um, I'd like to invite the participants in the chatroom to identify what is one behavior you think you really want to use, um, and use effectively that's going to make a difference with your influence partner, and for those of you listening to the recording, now would be a good time to hit the pause button and capture, you know, some ideas in terms of your influence plan and then rejoin us when you're ready. Okay, so, Alice, what do you think when you think about, um, your own business and, um, influence conversation you're going to have to have? What's on your horizon?

>> Alice Waagen: Well, I think one of the behaviors I struggle with is requesting. As you mentioned when you described it, be clear, be upfront, and put it out there. So, you know, when I meet with perspective clients and, you know, we start by talking about the weather, did they have a good vacation, how is life, and I'm trying to buildup the nerve to say can you just, you know, book some time with me.

(Laughing.)

>> Alice Waagen: And, so, I'm trying to put the request, you know, in a positive way, much closer to the top of the conversation than, you know, waiting a bit in, and I find this is true also in my interaction with others. Sometimes, you know, people will call me, and they're going on and on, and I'm thinking, okay, what do you really want here? Just come out there and say it. So, I think requesting is something I need to work better with.

>> Kevin Nourse: Mm-hmm. You know, that triggers me, I just spoke with a perspective coaching client, um, an individual who's a physician, um, and he's really burned out, so he's looking for a coach to help him navigate that, and, um, that very thing is, I remember toward the end of the conversation, basically sharing with him, you know, I really would like to support you and be your coach and help you become more successful and navigate this, um, you know, and I think we could do really good work together, and it felt really, um, intentional and clear, and I think it made an impact, so I'm waiting to hear whether he's going to choose to work with me, but part of that was also providing evidence of other physicians that I've worked with and the results that I've created, and also, this individual is new to coaching, so what does it mean for me to be your executive coach, so I had to probe kind of his, you know, inquire about his, the way he was thinking about that, um, and help, you know, focus the conversation in terms of specifically what were his concerns about working with a coach, things like that. So, it really entailed using all of these, um, behaviors that often comes up, you know, with people who, um, I'm trying to, you know, to build as a client. So, let's, um, look at our classroom and see if there's any, um, observations here. Um, let's see. Well, kind of building upon what we've shared before, um, the idea of mining for hot spots, which is, really, I think could even happen in the context of an influence conversation, as well as the preparation, but, um, Seles talks about active listening is going to be really beneficial. I totally agree with you. Um, Stacy, using more of the inquiry behavior, focusing, getting to the root of the issue, not being afraid to go there, which is right. So, if we surface it, we can work with it. It also tends to build trust, when we can have kind of the tough conversations. Seles talks about advocating to, um, to do more visioning, not sure how to incorporate that, and that's a good question. I mean, sometimes, when I've visioned with a, um, person I'm trying to influence, it often boils down to let me describe a picture of what it could look like if you get onboard with my proposal kind of thing, so you can just paint a picture for them verbally and then engage them. So, Alice, I think we're about ready to wrap-up our webinar.

>> Alice Waagen: Yes, we are. So, what did we talk about today? We spent some time at the beginning talking about this whole concept of power and really being aware of your personal power and using it to be effective. We presented a three-step process to influence, and lastly, we wrapped up with the concept of balancing advocacy and inquiry to be successful. All right, what do we want you to do next? Pretty simple. We often suggest go find someone who you think is skilled with this skill and learn more about what they do, what behaviors they use. Um, pay attention to your own, um, behaviors, you know, influencing versus advocacy, and make sure that they are balanced, and then put together a strategy for how you would be more successful at, um, building your personal power. Well, with that, I'd like to turn it over to Andrea so she can wrap us up today.

>> SPEAKER: Thank you, Kevin and Alice, and thank you, everyone, for joining us. This webinar is part of a series in ASHA's Leadership Academy. For more information, including information on continuing education credits, visit www.ASHA.org and search Leadership Academy. We also encourage you to join the ASHA Community, focused on

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