

Managing & Influencing Guide

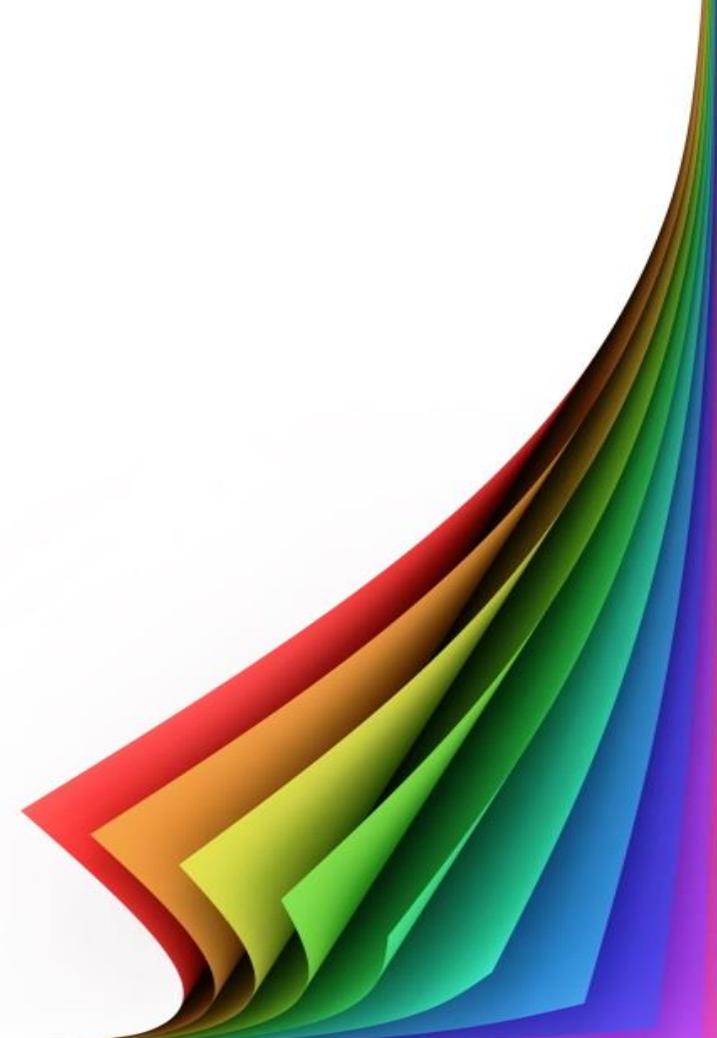
How to influence and more effectively manage people.

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Get out of your own way

There are so many concerns we have about being a manager and managing or influencing our peers, boss etc. The problem is these concerns can stop us from making a great start, so sometimes we just need to get out of our own way.

Over the years we've heard all sorts of concerns and fears come up that new managers and indeed those who have managed people for decades hold onto. Things like:

- I can't tell people off
- I can't tell my boss what to do
- How do I tell someone they're not performing well?
- Do I really have to tell people what to do?
- I can't cope with people crying or getting offended by my feedback – why do they do that?!
- I just don't know what it means to be a great manager and/or leader
- I don't think I'm leadership material
- Why would my peers/boss/suppliers listen to me, I'm not their boss?

With so many books, lectures, debates and assessments of leaders (you can spend decades studying all that has been said about great leadership, managing and influencing), it's clear that one core underlying theme is attitude and belief.

Ask yourself some questions



- What beliefs do you have about other people you work with?
- What's your attitude towards your colleagues and your work as a whole?
- What beliefs do you have about your own leadership potential or capability?
- How do my attitudes affect the way that I respond to others at work?

All of us find ourselves thinking at times that someone is lazy or a no-hoper or purposefully out to make others' lives miserable! The funny thing is that once we have decided that about a person, it's very difficult to change our minds. It can be even worse when we consider how we think about ourselves. I'm constantly reminded of the great Henry Ford quote:

“Whether you think you can or think you can't, you're right.”

- Henry Ford

It rings true in so many areas of life. Do you believe you can be a great leader? Do you think you can change your attitudes and habits? Do you think an under-performing colleague can improve? Whether we answer yes or no to these questions can seal our fate.

I'm not suggesting that skills development, reading and training are not useful – they can be extremely helpful. What I'm highlighting is that without an appropriate set of attitudes and beliefs – all the training courses in the world will only get you so far. Think about someone for example going on an influencing skills workshop – when they truly believe that they will never be any good at influencing or managing people. It's difficult to get much out of any skills development if we believe we can't.

Quite simply we're talking about being open – or having a Growth Mindset as researcher and author Carol Dweck describes it.

If we believe that everyone can learn, develop and get better at things – we are more likely to be successful and encourage learning from mistakes.

Ask yourself some questions



- What do I believe about me: my knowledge, strengths, weaknesses and potential?
- How might those beliefs help me? How might they limit me?
- What would be an alternative view that might help me grow and be successful?
- Ask yourself the same questions about those people you are looking to influence.

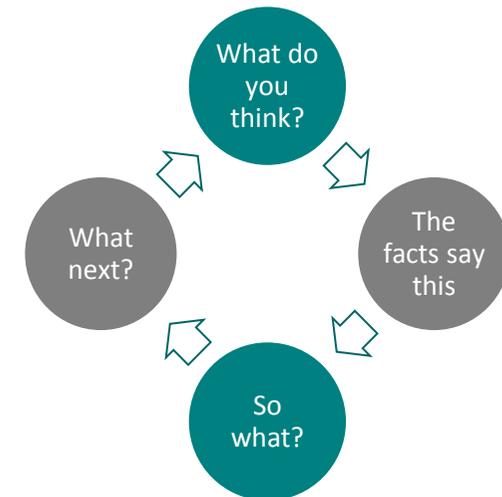
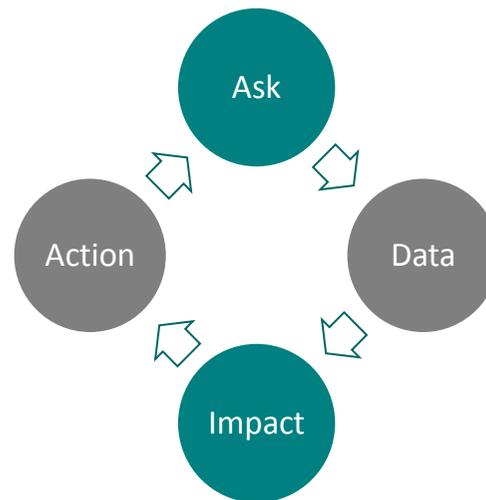
Great Feedback

Making it happen

Bringing the Influencing Model to life

Aside from developing our attitudes and beliefs to be more successful, we also need practical tools and tips to influence effectively.

During the London Vet Show session on Managing Up & Down, we reviewed the following model for influencing from the Cambridge Leadership Group:



Ask yourself some questions

During the session we explored in any given conversation the difference between what we're thinking and what we're saying. Try it for yourself: Split a page into two. Think of a particular conversation.... On the left write out what you were saying in the conversation and on the right, what you were thinking.



- Could you say more of what you were thinking?
- What impact would there have been if you had taken time during the conversation to stop and think – “what do I really think about this and how can I say that to this person?”

Great Feedback

Making it happen

Collect data before giving feedback

The more evidence you have the more facts you can present and you will feel that you are being rational. This could be numbers like billings, average transaction values, customer feedback scores etc or behavioural information like, “a customer has told me that...” This is why objectives are so valuable – they give us a standard against which we can measure performance.

Give one piece of information at a time

Otherwise we talk too much and overload. Try the sentence structure, “I think....Because....What do you think?”

State your opinion

It is one thing to want to be seen as rational, it’s another to not say any of what we think, feel and observe. You can state these things in a rational way by using, “I get the impression that...” “I’m not convinced that...because...” These statements do not sound emotional when you ensure you say them without anger, judgement or frustration.

Keep asking questions

To avoid being overly controlling and taking over the conversation with your views of what should be done and why, ask questions. Ask the other person what they think about what you’ve said, what they think the real issue is, what they think can be done about it, what they will do, what support they want from you etc.

Challenge your own views of comfort

Are you actually helping you or the other person by avoiding saying what you really think? How does it help? How does it hinder? Keep this in mind when giving feedback to avoid backing out of great, honest conversations.

Ask yourself some questions



- How can I get out of my own way? What is stopping me from doing these things now?
- What impact will there be if I did them more often?
- What will I do to make sure that I do more of these?

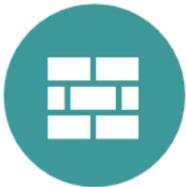
about us

People at their Best

build:

We support you in uncovering your vision, mapping talent and developing end to end processes to manage talent within your organisation.

Focusing on profits through people



engage:

We help you to engage individuals and teams—supporting change, gaining commitment to your vision and retaining your highest performers.

Making sure you get the best from your people



assess:

We provide you with tools, techniques and assessors to help you map the talent and potential of individuals in your organisation and/or in selecting new talent.

Helping you recruit people who fit and deliver results



develop:

We design and deliver exceptional, focused and blended development, allowing each individual to grow in their role, capability and motivation.

Maximising potential and personal contribution



What our clients say about us:

We're nimble

"What sets Totem apart? It is their ability to be very thorough in their approach whilst at the same time willing to offer innovative suggestions that can be implemented in a time and cost effective way. Would I recommend them to others? Without question!"

HR Manager, Pulse

We get them

"I'd definitely recommend working in partnership with Totem – I say partnership, as this is exactly how they operate. They seize every opportunity to learn more about your business and by doing so are able to support projects with this insight, often going above and beyond the original scope."

Resourcing Manager Carphone Warehouse

We inspire confidence

"...combining her extensive organizational psychology knowledge with a wealth of insight gained during her years as a professional actor Liz offered our business something that was truly unique."

The result of this is a powerful and thought provoking blend of theory and practice which demystifies the art of communicating and influencing effectively in formal and informal situations."

Talent Manager HML