



Enhancing Your Leadership Influence

In Partnership With HURA
16th January 2024

Your Day

- Introduction
- The qualities of a great Leader
 - Your Leadership capability web
- Being the best version of yourself
 - Understanding your 'How'
 - Understanding your 'Confidence'
- The importance of your network
 - The reality of your organisation
 - Your web of influence (relationship mapping)
- Positive influence with your Teams & Clients
 - Creating a sense of Team
 - Becoming a trusted advisor with Clients
- Action planning



@ 1015 - 1215

@ 1215 – 1230

Break

@ 1230 - 1330

@ 1330 - 1430

Lunch

@ 1430 - 1600

What would you like
people to say about you
as a Leader, now and in
the future?

The Qualities of a Great Leader

‘Management is the **responsibility** for the **performance** of a group of **people**’

Leadership is a process of **social influence** in which a person can enlist the **aid and support** of others in the **accomplishment** of a common task

Qualities of Great Leaders



Technical/Business
Knowledge

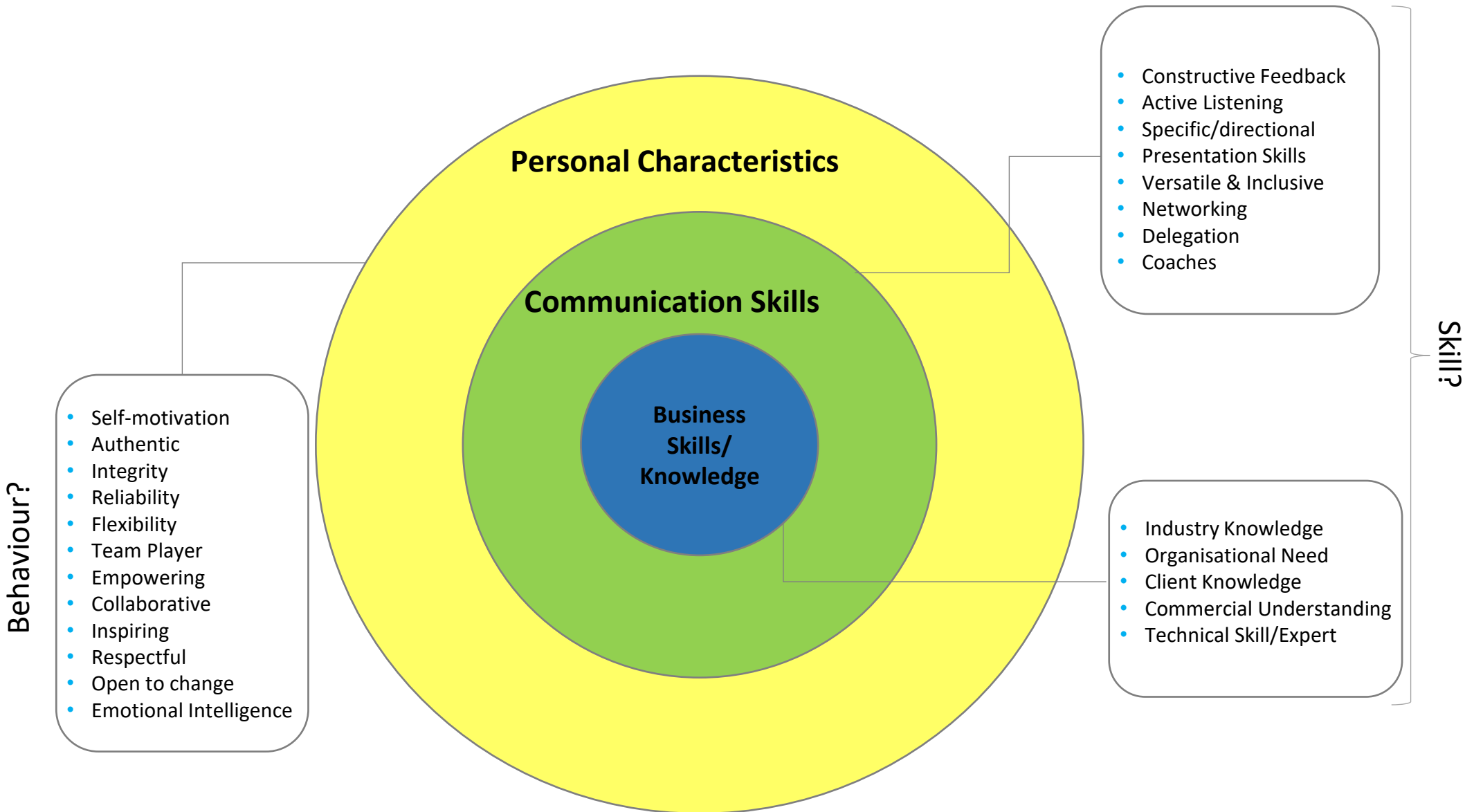


Communication



Behaviour

Qualities of Great Leaders



Leadership – A process of **social influence** in which a person can enlist the **aid and support** of others in the **accomplishment** of a common task

'Influence – what they **do**; the **thoughts** and **feelings** that **drive** their action'



Creating The Right To Influence: The Components

TRUST
Warmth



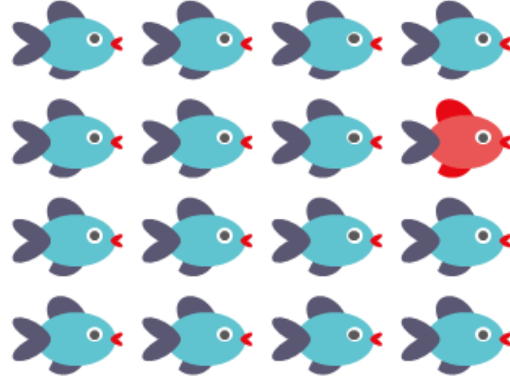
Respect
Competence



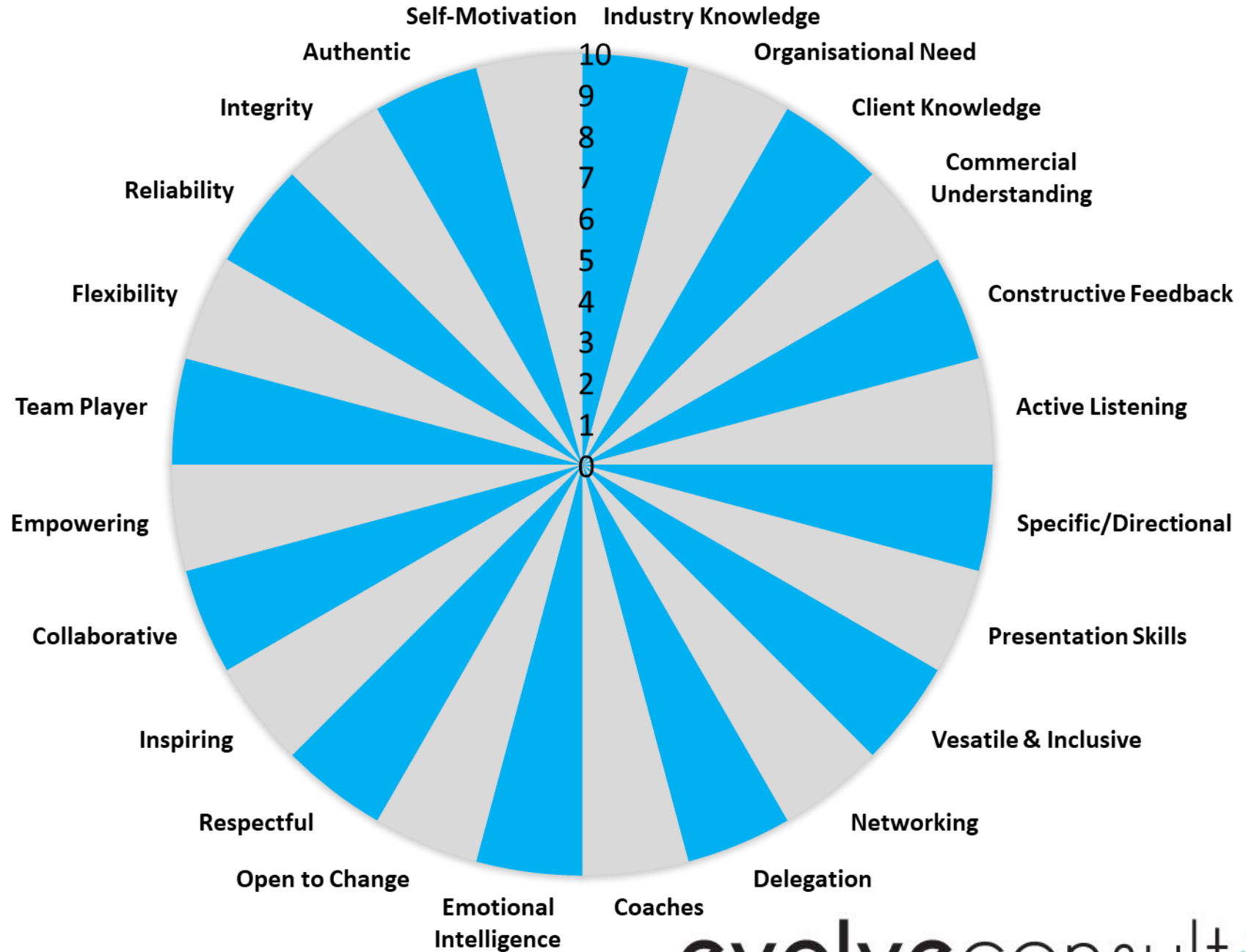
Influence

Intent	Integrity
<p>Caring:</p> <p>To look out for the well-being of the organisation and all of its employees</p>	<p>Honesty:</p> <p>To be truthful and frank in all interpersonal communications</p>
<p>Transparency:</p> <p>To be clear about motivations that influence decision-making</p>	<p>Fairness:</p> <p>To act without bias, discrimination or injustice</p>
<p>Openness:</p> <p>To be accepting and receptive to the ideas and opinions of all employees</p>	<p>Authenticity:</p> <p>To be consistent and sincere in thought, word and action</p>

Capability	Results
<p>Skills:</p> <p>To accomplish professional tasks with ease, speed and proficiency</p>	<p>Reputation:</p> <p>To be held in favourable esteem by bosses, peers and reports</p>
<p>Knowledge:</p> <p>To be very familiar and conversant in a specific subject topic</p>	<p>Credibility:</p> <p>To consistently articulate ideas in a convincing and believable manner</p>
<p>Experience:</p> <p>To accumulate practical knowledge through personal observation & experiences</p>	<p>Performance:</p> <p>To discharge personal responsibilities with accomplishment & excellence</p>



Qualities of Great Leaders



Being The Best Version Of Yourself

Understanding Your 'How'

Pick Your Top 4 Cards/Scenarios For You To Be At Your Best:

- Why are each of these conditions important to you?
- What do each of them enable you to do?
- What happens if they are not in place?

.....And if you have time, what do you need to know about your Team?

ENERGISED BY REGULAR PRAISE & AFFIRMATION	FEEL SUPPORTED BY STRUCTURE AND SCHEDULES
WANT TO HAVE FLEXIBILITY IN THEIR WORK	WANT TO PLAN THEIR WORK AND FOLLOW THE PLAN
WANT HARMONY AND SUPPORT AMONG COLLEAGUES	WANT MUTUAL RESPECT & FAIRNESS AMONG COLLEAGUES
FOCUS ON PEOPLES INTERACTIONS	FOCUS ON THE TASKS
PREFER CHANGE, NEW WAYS OF DOING THINGS	LIKE TO PERFECT STANDARD WAYS TO DO THINGS BY FINE-TUNING
START WITH THE BIG PICTURE THEN FILL IN THE FACTS	BUILD TO CONCLUSIONS BY COLLECTING FACTS
DEVELOP IDEAS INTERNALLY	DEVELOP IDEAS THROUGH DISCUSSION
LIKE QUIET FOR CONCENTRATION	ENJOY INTERACTING WITH PEOPLE

Your VIA Strengths – Values In Action

<https://www.viacharacter.org/>

Sarah Taylor

1. Honesty

Speaking the truth but more broadly presenting oneself in a genuine way and acting in a sincere way; being without pretense; taking responsibility for one's feelings and actions.

2. Love

Valuing close relations with others, in particular those in which sharing & caring are reciprocated; being close to people.

3. Kindness

Doing favors and good deeds for others; helping them; taking care of them.

4. Forgiveness

Forgiving those who have done wrong; accepting others' shortcomings; giving people a second chance; not being vengeful.

5. Judgment

Thinking things through and examining them from all sides; not jumping to conclusions; being able to change one's mind in light of evidence; weighing all evidence fairly.

6. Social intelligence

Being aware of the motives/feelings of others and oneself; knowing what to do to fit into different social situations; knowing what makes other people tick.

7. Humor

Liking to laugh and tease; bringing smiles to other people; seeing the light side; making (not necessarily telling) jokes.

8. Perseverance

Finishing what you start; not giving up; being persistent.

9. Prudence

Being careful about the future; being cautious; being thoughtful.

10. Fairness

Treating all people equally; being impartial; being objective.

Top 5 Signature Strengths

- Being actively honoured when you are flourishing
- Being dishonoured or suppressed when feeling stressed, anxious, discontent

The screenshot shows the VIA Institute on Character website. The top navigation bar includes links for CHARACTER STRENGTHS, REPORTS, TOPICS, PROGRAMS & COURSES, RESOURCES, PROFESSIONALS, and RESEARCHERS. A prominent banner reads "Bring Your Strengths to Life & Live More Fully" and "Join the over 27 million people who have taken the only free, scientific survey on character strengths." Below this is a blue button labeled "ACTIVATE YOUR STRENGTHS". The main content area features the heading "Why Do Character Strengths Matter?" and a brief explanation: "Character strengths are the positive parts of your personality that make you feel authentic and engaged. You possess all 24 character strengths in different degrees, giving you a unique character strengths profile. Research shows that understanding and applying your strengths can help."

Defining Confidence



‘Positive feeling gained from belief in your own ability to do things well’

‘A feeling of certainty about something’

‘To have faith in someone or something’

Understanding What You Need To Feel Confident

What I Need To Feel Confident

What I Need To Feel/Experience Confidence
in Others



Break!

The Importance Of Your Network

The Importance of Your Network

'An extended group of people with similar interests or concerns who interact & remain in informal contact for mutual assistance or support'

Information Is Vital:
Information, Context, Insight,
Knowledge

**Help During Challenging
Times:**
Support & Understanding,
Trust

We Are Social Creatures:
Part of community,
Contribution, Connected (note:
PERMA)

**Nurturing
&
Developing Your
Network**

Creates Opportunity:
Profile, Reputation, Inclusion,
Leverage

Ease of Accomplishment:
Getting things done, Support,
Guidance, Trust, Resourcefulness

Future Management:
Established relationship with
seniors, Mentoring, Insight

Understanding Your Organisation

Its Purpose

The Coming Agenda
6 Months – 2 Years

It's Values - Culture

Expected Behaviours

How it Makes Money

1. Do you know the answer to all of these areas?
2. If not, do you know where to find the answers?
3. How do they translate to you; to your team; to your department?
4. How do you contribute to the profitability of the company?
5. How are these areas communicated to the wider company?
6. How is your team positioned within the company?

Clear Communication,
Direction & Alignment

Problem Solve for Team

Defined Role & Value
Contribution

Promotes Integration &
Collaboration

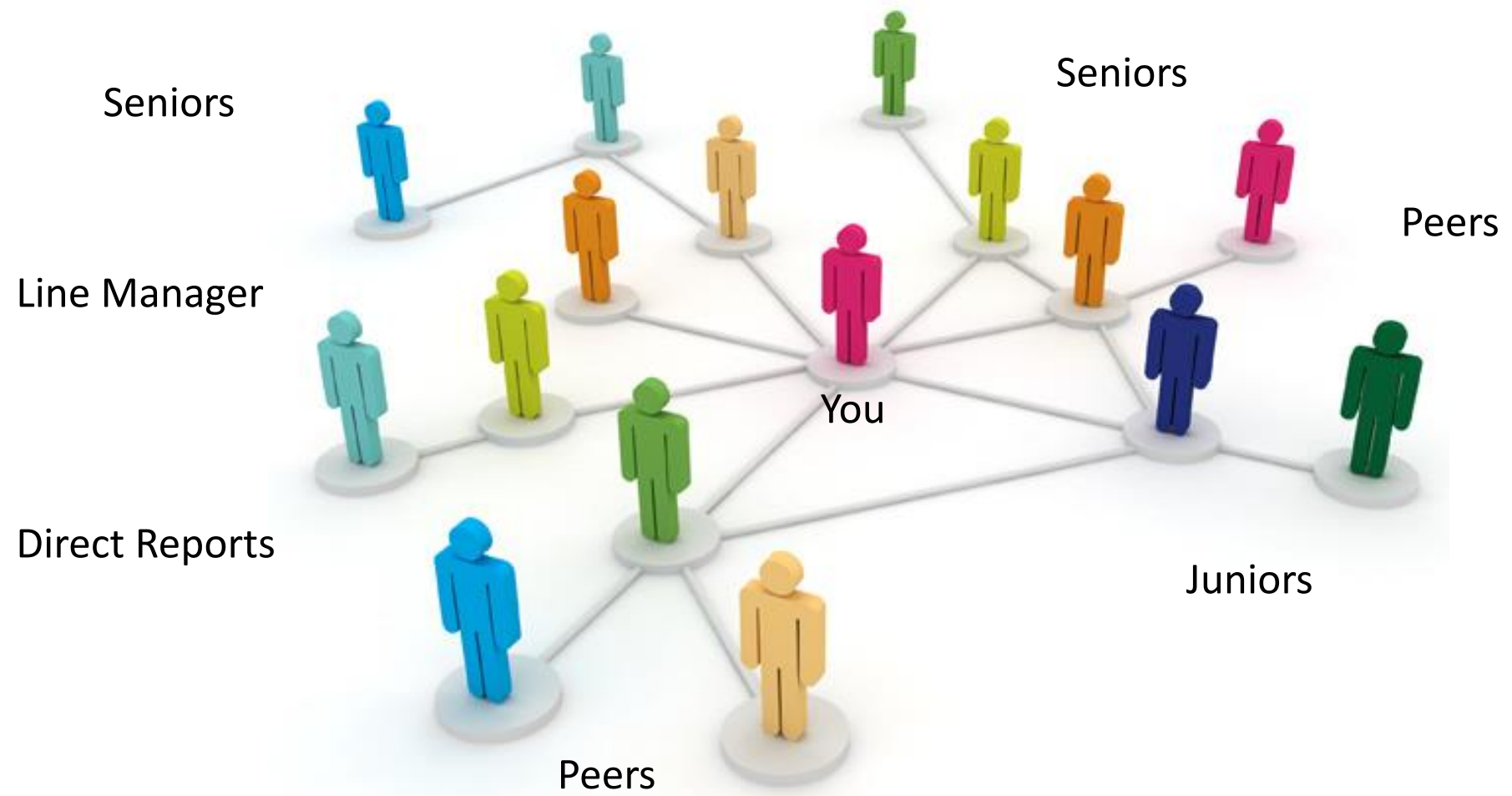
Gives Focus &
Prioritisation

What Do You Need To Seek Out?

Your Web of Influence

Within Your Organisation

Outside Your Organisation



Your Web of Influence – Relationship Mapping



Quality of Relationship

Rank and plot on Relationship Map
(name – attribute quality ranking):

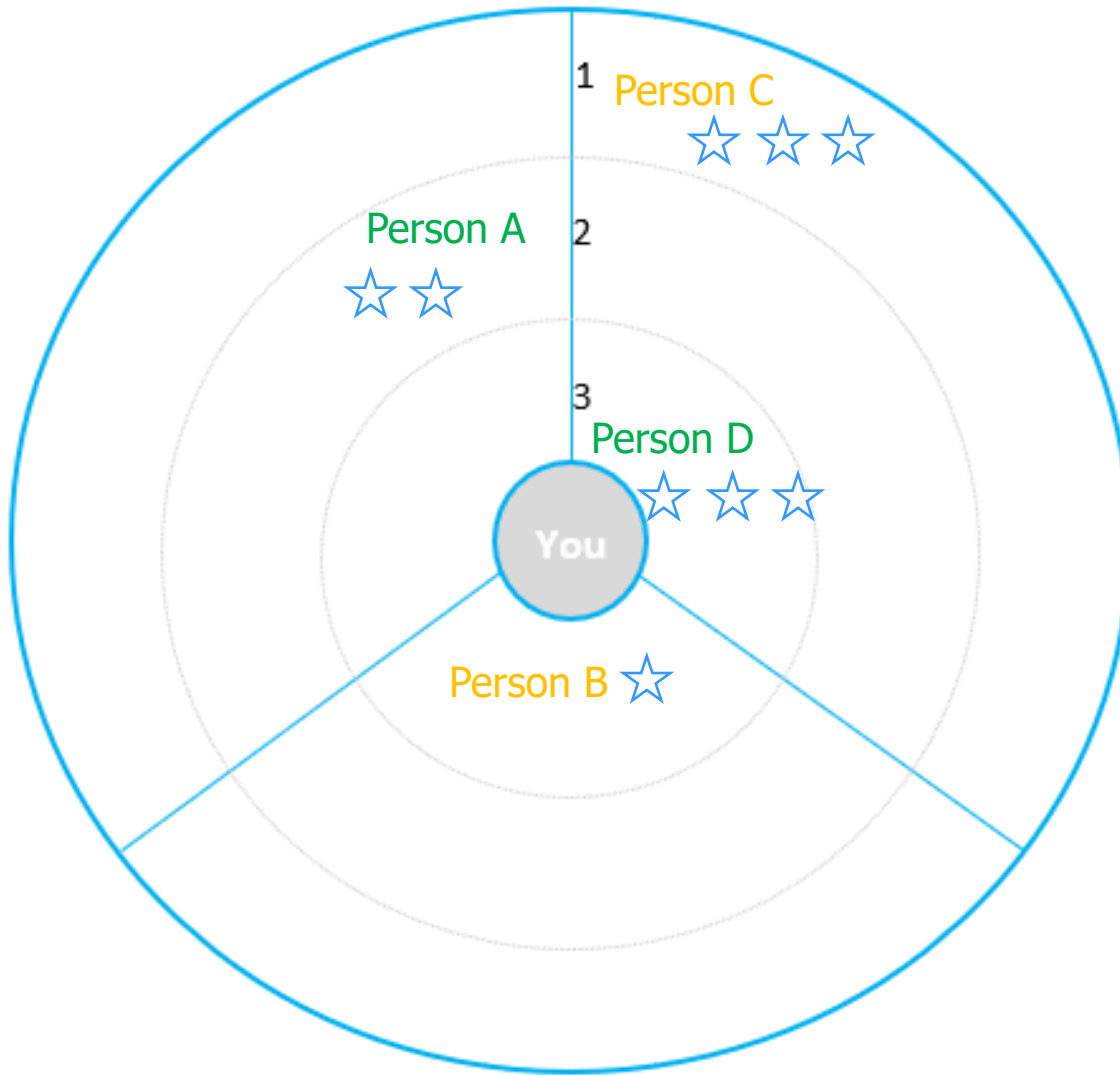
- 1 = Could be stronger & more positive
- 2 = Generally good
- 3 = Very strong and positive

Importance of Relationship

Rank attribution :

- ★ = Some Importance
- ★ ★ = Important
- ★ ★ ★ = Very Important

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In Pairs Discuss Your Map

- Who do you need to improve your relationship with and why?
- How could you approach them effectively to:
 - Set the conversation up for success?
 - Understand what would be useful to know?
 - Understand what they might want to know from you?
 - Continue to develop a mutually respected relationship?



Lunch!

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Positive Influence With Your Teams & Client

Key Foundations For Effective Management

Manage Yourself

- Develop your self awareness - recognise how you 'show up' & the resulting impact for you/for others.
- Shape the conditions to be the best version of yourself – know & leverage your strengths; proactively develop growth areas (skills & behaviours)
- Be authentic & consistent

Give Clear Direction

- Define roles & responsibilities
- Set meaningful, motivating objectives/goals to drive autonomy & accountability
- Offer context & relevance to wider business agenda
- Help prioritise tasks

Talk Every Day

- Check in – be present, accessible & consistent
- Share & guide
- Praise & challenge
- Bond & laugh
- Be inclusive
- Be alert to well being

1-2-1's Monthly

- Focused forum to share updates, offer constructive feedback, progress etc.
- Purposeful, directional, inclusive
- Listen. Ask open questions to allow them to think for themselves & check reciprocal understanding.

Constructive Feedback

- Both ongoing & within formal reviews
- Delivered with positive, kind intent
- Timely, descriptive & evidence based
- Invite self-assessment/evaluation
- Offer support where needed
- Encourage reciprocal feedback

Assess Performance

- Assess objectively in relation to objectives/goals – be fair
- Recognise & reward good performance & successes
- Manage underperformance proactively (with HR)
- Re-evaluate goals/objectives (individual & team)

Invest In Growth

- Actively support & champion growth opportunities alongside transparent career conversations
- Collaboratively identify gaps in knowledge, skills, experience to shape a motivating, relevant development plan
- Consider on the job, internal vs external formal training, mentoring, shadowing etc.

Motivate

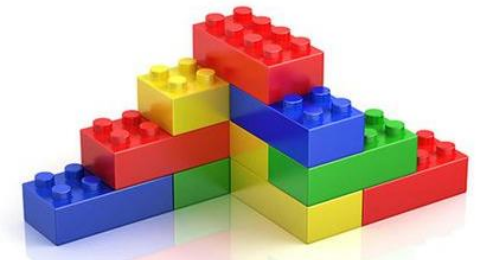
- Actively invest time to understand your people & respond to the different needs (including personal circumstances)
- What are their priorities & their motivational drivers?
- What do they need from you?

Know the Process

- Know & observe the operational and managerial processes of the business e.g. Recruitment & probation; appraisals, salary reviews, promotions, disciplinary procedures; sickness, well-being; parental leave, key systems etc.
- Be consistent & fair

Create a Sense of Team

?



**Please consider how your approach is inclusive of hybrid, remote & non-standardised work patterns*

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Creating a Sense of Team

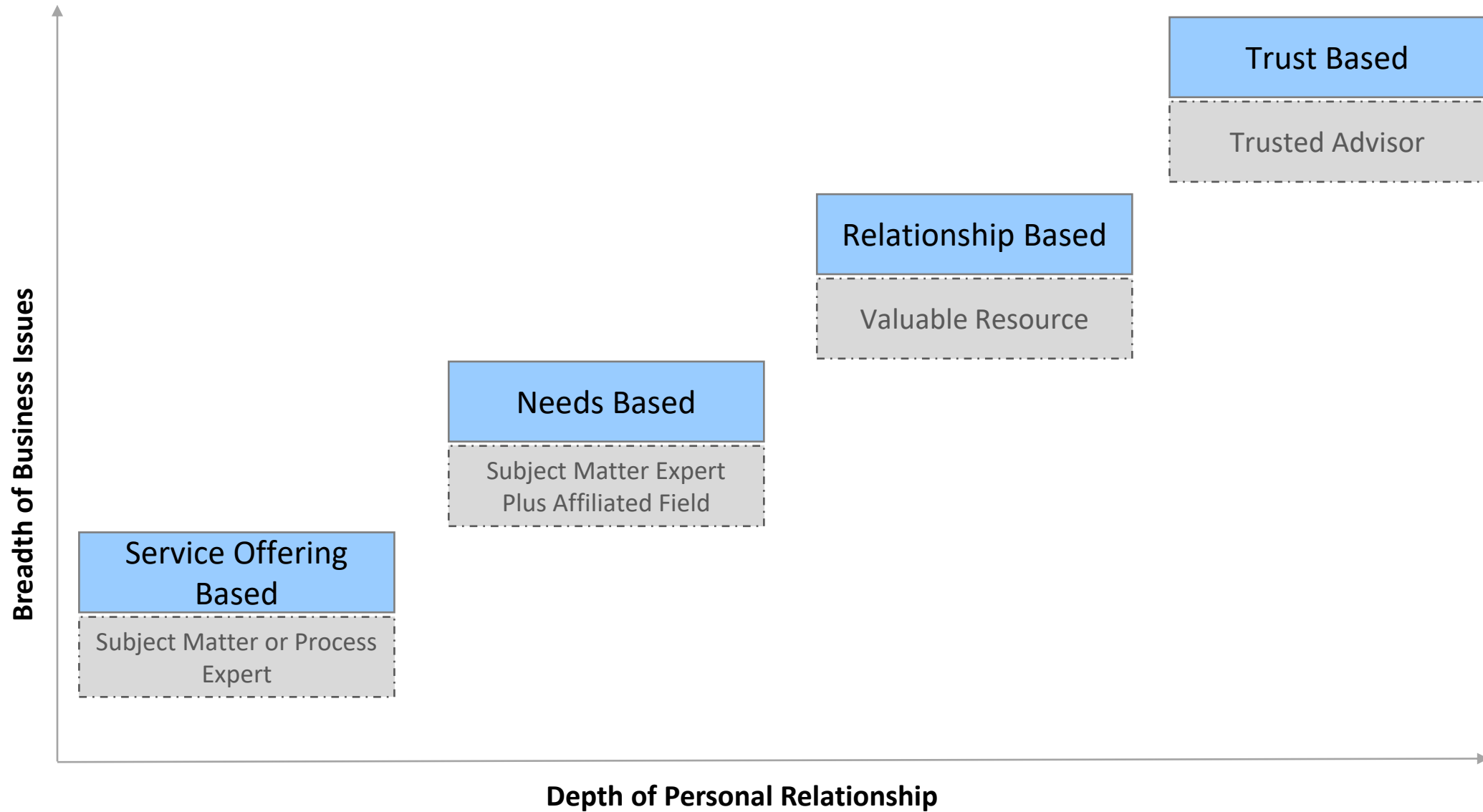
- Vision – Clear purpose/common goal
- Trust
- Empowerment & autonomy
- Open & honest communication (psychological safety)
- Commitment, responsibility & accountability
- Inclusion (consider hybrid/remote implications)
- Recognition of diversity – strengths, motivations, values
- Recognition/appreciation – individual & collective successes
- Growth/development
- Fairness
- ?

The strength of the team is each individual member. The strength of each individual member is the team'

Phil Jackson



The Evolution of Becoming a Trusted Advisor



Adapted from *The Trusted Advisor*

The Benefits of Becoming a Trusted Advisor

Collaboration
Relationships
Quality
Recommendation
Respect
Expert
Feedback
Risk
Value
Challenging
Retention
Partnership
Organic
Influence
Strengthen
Reputation
growth
Satisfaction
Innovation
Creativity

Becoming a Trusted Advisor: Key Skills to Consider

Earned Trust:

- Credibility
- Reliability
- Intimacy
- Motives



Giving Advice Effectively:

- Understanding the clients situation
- Understanding how the client feels about the situation
- Demonstrating understanding of both

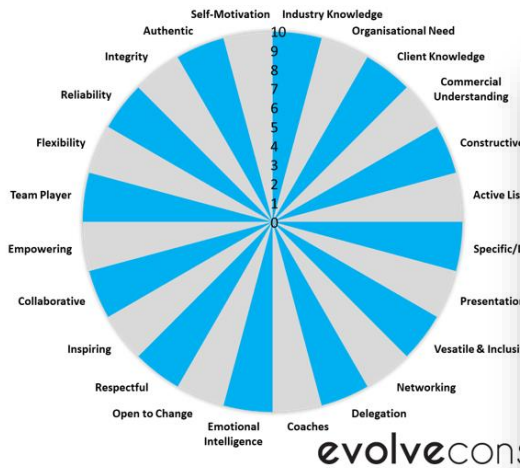
Building Relationships

- They grow rather than appear
- Are rational & emotional
- Are two-way
- Intrinsically linked to perceived risk
- Are personal



HOW TO WOW - What Will You Do?

Qualities of Great Leaders



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Understanding What You Need To Feel Confident

What I Need To Feel Confident

What I Need To Feel/Experience Confidence

The Reality of Your Organisation

- It's Purpose
- The Coming Agenda
18 Months - 2 Years
- It's Values - Culture
- Expected Behaviours
- How it Makes Money

1. Do you know the answer to all of these areas?
2. If not, do you know where to find the answers?
3. How do they translate to you; to your team; to your department?
4. How do you contribute to the profitability of the company?
5. How are these areas communicated to the wider company?
6. How is your team positioned within the company?

- Clear Communication, Direction & Alignment
- Trouble Shoot for Team
- Defined Role & Value Contribution
- Promotes Integration & Collaboration
- Gives Focus & Prioritisation

What Do You Need To Seek Out?

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What Do Clients Want?

- Make an impact on our business
- Do more things in less time
- Spend more time helping us think/develop strategies.
- Lead our thinking – what will our business look 5 years from now?
- Use our data to give us an extra level of analysis – ask don't wait!
- Schedule some offline meetings – just brain storming.
- Make an extra effort to understand us – ask to join our meetings.
 - How do we compare to our competitors/wider market?
- Discuss other things we should be doing – challenge us!
- Make us/me look good!

Giving Advice Effectively:

- Understanding the client situation
- Understanding how client feels about the situation
- Demonstrating understanding of business

Any Questions?



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For Your Interest

TED

Simon Sinek	Why good leaders make you feel safe
Julian Treasure	How to speak so that people want to listen <i>(up to 9 mins 22 secs)</i>
Amy Cuddy	Your body language may shape who you are
Susan Cain	The power of introverts
Brene Brown	The power of vulnerability

<https://www.ted.com/talks>

HVALA!

Sarah Taylor

Personal Development Coach, Facilitator & Leadership Specialist, Evolve Consult

E sarah.taylor@evolve-consult.co.uk W www.evolve-consult.co.uk

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