

Thinking Leaders

Leader's Edge—we bring out the best in leaders, wherever they are in your organisation



Could you have more energy?

As Jim Loehr and Tony Schwartz remind us in *The Power of Full Engagement*, energy is the currency that drives organisations. To maintain energy you must factor in relaxation and recharge time.

So, just how relaxed did you get over the holidays? As January races by do you have more energy now than before Christmas? Part of my relaxation and recharge time always involves reading and research on one of my favourite topics—leadership. In this issue of **Thinking Leaders**

you'll find a quick-to-read summary of key leadership issues, with references so you can explore the subjects further.

Topics covered are:

- The five things that people

who energise others do very well, and the link between those who energise and performance ratings based on outcomes.

- The seven levers for changing minds—from Professor Howard Gardner from Harvard University
- And lastly, an opportunity for you to generate more personal energy and have more inspired thoughts by 'walking with leaders.'

Read on to find out how.

Gail Reichert, Director

“Energy, not time, is the fundamental currency of high performance.”

LEADERSHIP SKILL: Persuasion

How many ways do you have for influencing or persuading others to your point of view? Recent research identified three differing styles of persuasion, one of which is far more effective than the others.

The **coercive approach**—threatening with undesirable consequences. This was the least successful, and produced the opposite effect than intended.

The **rational approach**—arguing that theirs was the more reasonable view. This style was ineffective.

The **relationship-raising approach**—identifying shared interests before delivering the appeal. The outcome of this style was significantly more successful.

Key points:

- Find and mention areas of mutual interest before seeking to

persuade, for instance: “We’ve both been on the team for quite some time, and we share the same goals.”

- Incorporate the pronouns ‘we’, ‘our’ and ‘us’ into your request.

Harvard Management Update, September 2004. The Language of Persuasion by Dr Robert Cialdini. ☆

In this issue

A round-up of references, research and results about leadership, brought to you by Leader's Edge Ltd

- *Energising and engaging people—why is it so important as a leadership quality?*
- *Persuading and influencing—some words of wisdom from leaders in the field, Dr Robert Cialdini of Arizona State University and Howard Gardner from Harvard University.*
- *Introducing ‘Walks with leaders’—where do you have your most inspired thoughts?* ☆

*If you're reading someone else's copy of **Thinking Leaders** and would like to receive your own copy in the future simply e-mail your details to energy@leadersedge.co.nz.*

LEADERSHIP SKILL: Energising others

A recent study linked annual performance ratings, based on project outcomes and customer feedback, with energy pockets in organisations. The study showed that the more people you energise, the higher your performance rating, and vice versa.

Professor Wayne Baker from the University of Michigan Business School, plus two others combined a network analysis with survey ques-

tions rating the energising effect of interacting with others.

They found the five things that energising people do very well are:

1. Create a compelling vision by focusing on possibilities rather than current or past problems
2. They help others feel fully engaged

3. They learn from their colleagues
4. They are goal-oriented but flexible about how to get there, allowing progress in unexpected ways
5. They speak their mind, maintaining their integrity between their words and actions.

Harvard Management Update; July 2004, Vol. 9 Issue 7 ☆

P O Box 240
Silverdale
Auckland
Phone: 09 427 9598
Mob: 027 222 7318
Email: news@leadersedge.co.nz
Director: Gail Reichert

Want more information about our work? Check out our website:
www.leadersedge.co.nz

LEADERSHIP SKILL: Engaging others

According to Gallup research, only 28% of US employees are engaged or actively pursuing top performance on behalf of their organisations. This has a direct impact on the bottom line. Engaged employees lead to engaged customers, which drives profitability and long-term growth.

Managers who engage do the following differently from others:

1. Select for talent—the recurring pattern of thought, feeling and behaviour that creates results (the achievement motive).
2. Define the desired outcomes and let the person use their talent to achieve them.
3. Develop the unique strengths of others and find strategies to support their weaknesses.

Key points:

- Seek the right fit for person's talents
- Reward performance and results
- Develop talent through more challenging assignments.

Harvard Management Update, August 2004 ☆

Clients choose Leader's Edge for the sound business experience underlying our work, for the integrity of our relationships, and because our advice is based upon current research in leadership, emotional intelligence and resilience.

LEADERSHIP SKILL: Influencing

Influencing is a vital leadership skill. Leaders seeking support for their ideas can't rely on one single method of influence because individual's experiences vary—and so does their inclination to embrace change.

Howard Gardner, Professor at the Harvard University School of Education, in his book *Changing Minds: The Art and Science of Changing Our Own and Other People's Minds*, identifies seven levers for persuading others:

1. Reason—present all relevant considerations, including pros and cons.
2. Research—provide data relevant to your idea
3. Resonance—your ideas resonate with the listener because of your track record, effective presentation style and sense of audience
4. Representational redescription—deliver your message in a variety of formats, including stories, statistics and graphics
5. Resources and rewards—demonstrate the

value of your idea and provide incentives to adopt it

6. Real-world events—draw on current events to support your idea
7. Resistances—devote energy to identifying conscious and unconscious resistances and defuse them directly and indirectly

Key points:

- Say it often using a variety of formats to increase the chance that your audience will understand your idea and reinforce it in your listeners' minds.
- Seek to understand the types of intelligences in your audience, then blend the representational redescriptions to match.

Gardner's other useful work is on the seven intelligences: linguistic, logical/mathematical, spatial, kinesthetic, interpersonal, intrapersonal, musical.

Harvard Management Update, June 2004 ☆

Walks with Leaders

Where do you have your most inspired thoughts?

As 2004 begins to fade, and you focus your mind on the future ... what have you got planned now for 2005 and beyond that will guarantee the quality of your results?

How would it be if you had time out for thinking and dreaming to kickstart 2005? To really get clear on your intentions for the future, so they resonate within you and automatically drive you to your goals?

Because you probably don't have your most inspired thoughts in your office, here's an opportunity to come to the Leader's Edge base in Orewa and walk with Director, Gail Reichert. Give yourself quality thinking time in the outdoors, so you can develop those inspired thoughts in the company of a skilled facilitator.

Gail ensures you start the session with a purposeful outcome in mind, and will guide discussion with stimulating and thought-provoking questions.

The session finishes with a reflection on the outcome to ensure you are satisfied with your investment. Choose either a half or full day to suit.

Contact Leader's Edge now to check out just how inspired your thinking can get in 2005. ☆

What clients say about working with Gail Reichert:



"Gail brings a welcome balance of skill, challenge, sensitivity and practical experience to the relationship—this combination made her not only an effective leadership coach, but also created a strong sense of collegiality in my working relationship with her."

"I always bring a mass and a mess of ideas, thoughts, problems and tensions to my meetings with Gail. I always take away clarity, insight, and a do-able action plan." ☆