

EXCEL 2009

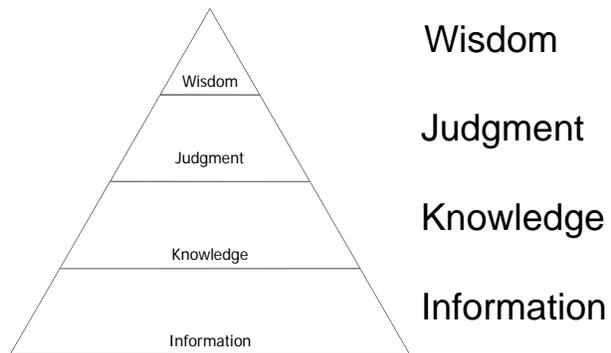
Influence, Leadership and
Communication: Are You Engaged in
Best Practices?

New Orleans Marriott
Tuesday July 28th 2009

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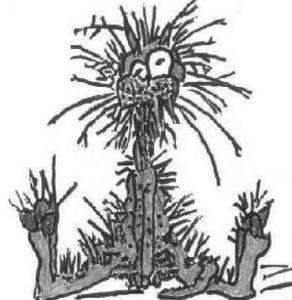
Ladder of Knowledge for Leadership
Maturity



Are You This Leader who cannot
Influence, Lead & Communicate?



Before
WORK



Quitting
Time

Emotional Intelligence

Self Determination

Using our deepest preferences to move and guide us toward our goals and to help us take initiative and strive to improve. The goal is to persevere in the face of setbacks and frustrations.

Self Awareness

Knowing what we are feeling in the moment and using those preferences to guide our decision making. We are able to determine a realistic assessment of our own abilities.

Emotional Intelligence

Self Regulation

Handling our emotions so that they facilitate rather than interfere with the task at hand and being conscientious of what we say and how we say it.

Empathy

Sensing what people are feeling and being able to validate their perspective. Having empathy also requires cultivating rapport and attunement with a broad diversity of people.



Emotional Intelligence

Social Skills

Handling divergent relationships well and accurately reading social situations and networks. As a result we use these skills to persuade, influence, lead and negotiate.



Leaders Know How to **INFLUENCE**

- I Invest in Others
- N Nurture People
- F Faith in People
- L Listening to People
- U Understand People
- E Encouragement for People
- N Navigate for People
- C Connect with People
- E Empower People



Dispelling the Myths?

Myth 1 L is a rare skill

Myth 2 L are born, not made

Myth 3 L are charismatic

Myth 4 L exists only at the top

Myth 5 The L controls, directs, produces, manipulates



Types of Leadership

Transactional

- Execute day to day
- Working system of exchanges
- Keeps union well oiled

Transformational

- Visionary
- Greater sense of purpose
- Higher standard going forward



The CHANGE L-E-A-D-E-R Model

- L Learn
- E Empathize
- A Affirm
- D Describe
- E Establish
- R Review

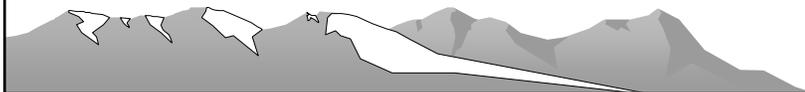


Take the Engaging Leader Inventory



The Engaging Leader adapted from the book by Dr. Ed Gubman

- Drivers
 - Put results 1st
 - Make the decisions
 - Crack the whip
 - What & When
 - In your face
 - More critical than positive
- Builders
 - Put people and processes 1st
 - Get others involved
 - Let solutions emerge
 - Who and How
 - More positive than critical



Enhanced Communication

Microinequities

- Advanced by Dr. Mary Rowe
- Small events, covert, often unintentional, frequently unrecognized by the perpetrator
- Subtle discrimination is now the principal scaffolding for segregation in the U.S
- Original research was grounded in sexism and racism



Microinequities

- Wristwatch or clock watching
- Phone or computer watching
- Yawning or inattentive listening
- Using internal e-mails to invite colleagues to a social event and not invite others
- Asking rhetorical questions
- Snapping your fingers while requesting support

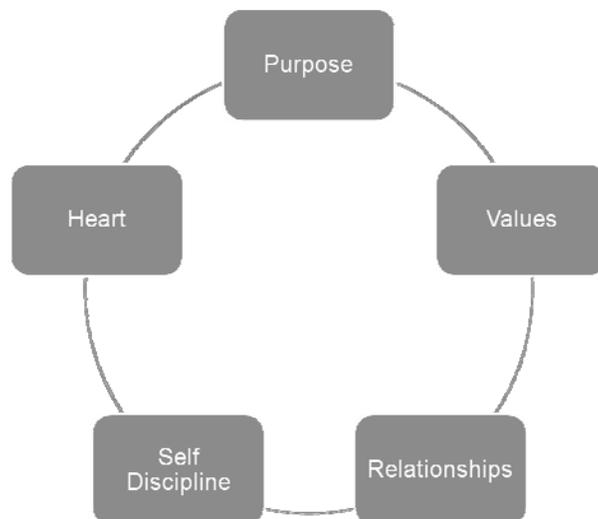


Find Someone Who

1. Can tell you when the EEOC came into existence and how the agency changed other organizations?
2. Knows who Frances Perkins is?
3. Realizes what a Change Initiator is?
4. Can explain why Leura Collins is one of the most heroic figures in the history of the labor movement ?
5. Knows who said “ In the middle of difficulty lies opportunity”?
6. Understands the term collateral damage and path of least resistance?



The Authentic Leader



What is your SWOT?

Strengths

Weaknesses

Opportunities

Threats



Future Strategies

Individual Action Plan

