

How to Lead & Influence Teams through Powerful Communication

@ Thilan Legierse 2017

A guide for Leaders how to:

- **Create a Professional & Thriving Culture**
- **Encourage Courageous Conversations**
- **Deal with Conflict**



Communicate 'New Universe' to staff so they can understand the nuances.

It is your task as a leader to take that lead and to ensure that this is communicated clearly to all

Create compliance based on trust (my leader has my back), not on fear.

Connect, then Lead

**by Amy Cuddy, Matthew Kohut, and John Neffinger,
Harvard Business Review 2013**

Most influential traits for Leaders: warmth and strength

**We assess ourselves on competence and others on
warmth**

**Most leaders focus on their strength and competence;
WRONG!**

Strength before trust elicit fear

fear negatively impacts people, kills creativity and problems solving

Outcome: disempowers people so they become disengaged

Research:

Warmth is the conduit of influence and elicits trust and communication, absorption of ideas and cooperation.

Warmth helps you connect with people.

You can hear them, understand them and can be trusted by them.

Why?

People need to belong to a group and feel safe

As a leader you need to role model connection with the group and within the group and help install group values.

If people trust you they will trust your message

If people don't trust you they don't trust your message

A culture is driven from the top

We don't trust people who are emotionally unstable because they are unpredictable.

If you don't trust someone, you don't trust their message

- **Neutron Jack/Jackie**
- **The smiling assassin**
- **Nasty Pasty**
- **Iron Lady**
- **Ice Queen**
- **Neurotic Ned or Nancy**
- **The General**
- **Voldemort**
- **Destroyer of dreams**
- **Little Hitler**
- **The Dictator**

You gain influence as a leader by combining Warmth & Strength

Most people hate uncertainty, when they can look to a leader who they believe has their back and is calm, clearheaded, emotionally balanced and courageous they can tolerate uncertainty

These are the people we trust. These are the people we listen to

If you tap into your personal strength you'll feel more open, less threatened, and less overwhelmed in stressful situations.

When we feel confident and calm, we can project authenticity and warmth

Warmth:

Be authentic

Validate feelings

Smile and mean it

Maya Angelou

Strength:

Ground yourself so you feel in control

Body language

Demeanour (ooze authority)

Dare to be vulnerable

Warm & Strength



"The single biggest problem in communication is the illusion that it has taken place." -George Bernard Shaw

Information Bias

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There's always going to be people who challenge you or challenging situations

Core Elements of Difficult Conversations

- **Difficult**
- **Sensitive**
- **Uncomfortable**
- **Potentially transforming**

We tend to be attracted to pleasure and stay away from pain.

We are hard-wired for fear

Difficult Conversations demand courage to step out of your comfort zone, you are scared but you do it anyway.

DO's

- **Leave your ego at the door**
- **Listen: seek to understand**
- **Use neutral language**
- **Control your emotions**
- **De-formalize your communication**
- **Focus on your most important message**

DRAMA

Describe the facts

Report the impact

Acknowledge needs/contributions of other

Make your own needs/contributions known

Ask for a specific action

**Have difficult conversations &
discuss the elephant in the
room**

Conflict



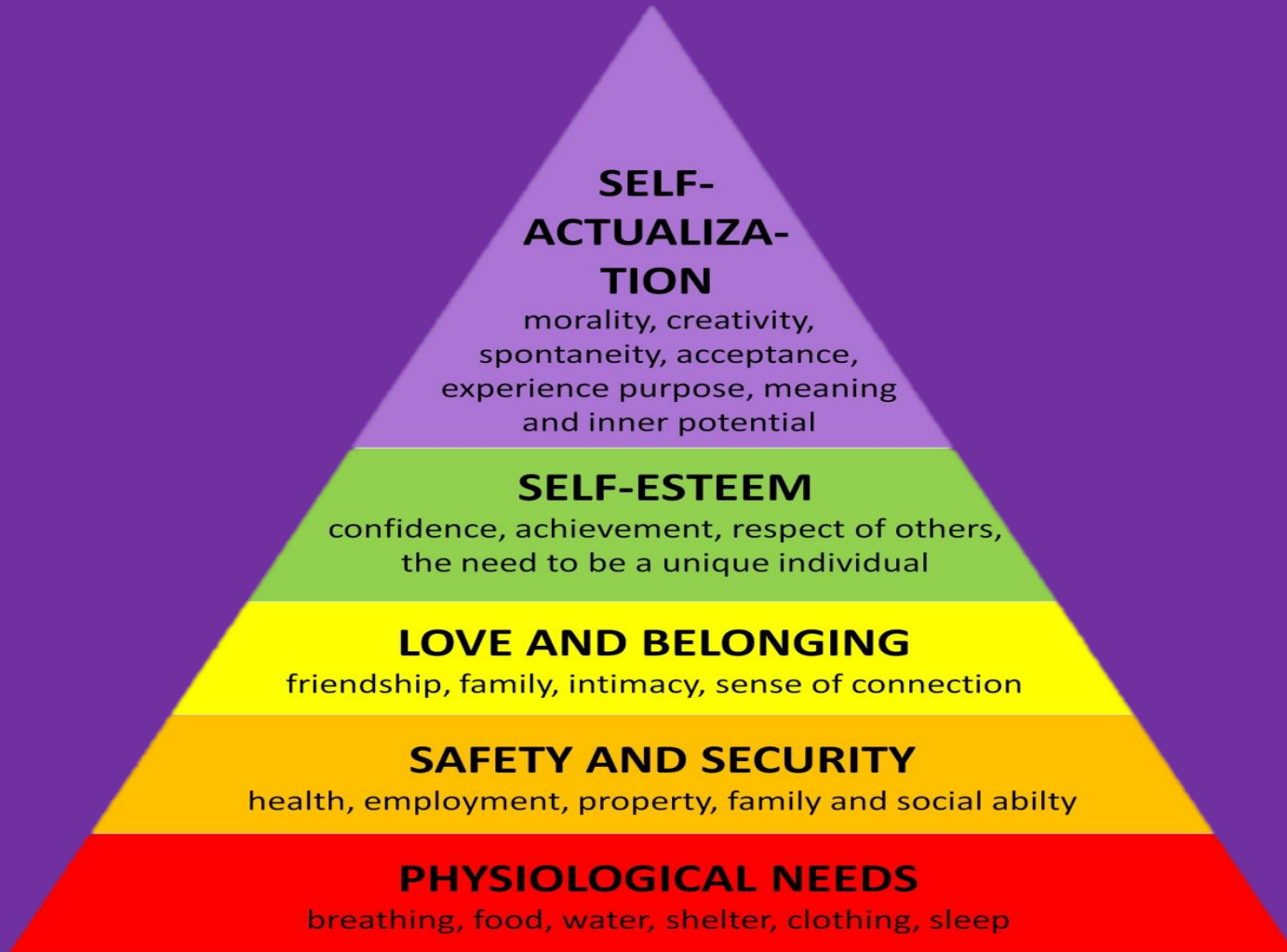
“Aren’t you glad we had this meeting to resolve our conflict?”

If conflict is handled well it:

- **Deepens relationships**
- **Create mutual understanding**
- **Clarifies issues**
- **Drives change**



- **Breakdown in human interaction**
- **A believed threat of needs and values**
- **Triggered by a stimulus**



SELF-ACTUALIZATION

morality, creativity, spontaneity, acceptance, experience purpose, meaning and inner potential

SELF-ESTEEM

confidence, achievement, respect of others, the need to be a unique individual

LOVE AND BELONGING

friendship, family, intimacy, sense of connection

SAFETY AND SECURITY

health, employment, property, family and social ability

PHYSIOLOGICAL NEEDS

breathing, food, water, shelter, clothing, sleep

CONFLICT STYLES

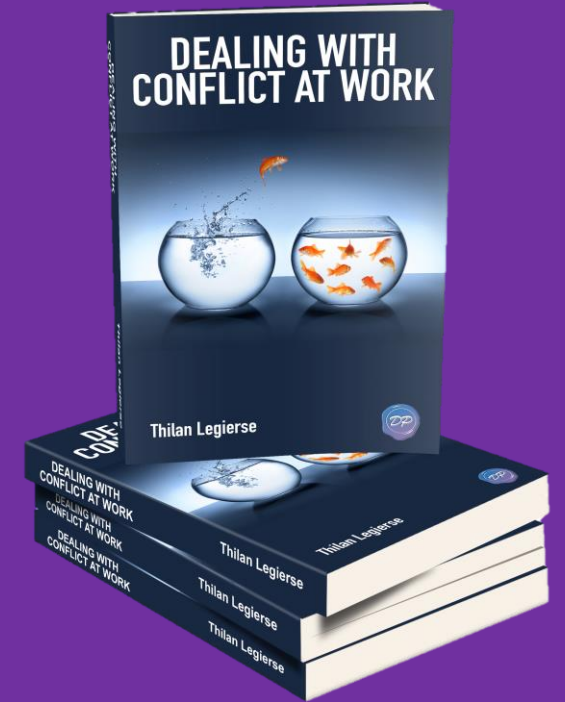
- **Forcing**
- **Accommodating**
- **Avoiding**
- **Compromising**
- **Cooperating**

Do's

- **Deal with conflict**
- **Coach your people**
- **Be counter-intuitive – follow the heat**
- **Focus on interests not positions**
- **Seek common ground**

**In conflict focus on frustration
of needs and interests**

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