

Power, Engagement and Influence

Charismatic Leadership and Authentic Power



“Dr. Leigh”

Background

The information appearing in the following is based on internationally recognized research and techniques proven in thousands of situations involving people interactions.



Results Achieved

Savings of \$3.5 million and improvements of approximately \$8-10 million year on year.

15% performance improvement in multi-million dollar IT team.

Staff satisfaction from 51% to 89% and maintained at 82% (external assessment)

\$500 000.00 income stream achieved for entirely new business within 18 months of launch.

A 200% increase in sales revenues for a division of a finance company.



Power

There are two types of Power:

1. **Power without Glory - Machiavelli**
2. **Noetic (Psychology) Power – the Power of Meaning – Ethical, Moral, Noblese Oblige**

Noetic Power gives rise to Noetic Leadership re: Servant-leadership and Spiritual (non-secular) Leadership as espoused by John MacFarlane CEO ANZ Bank



Why Bother?

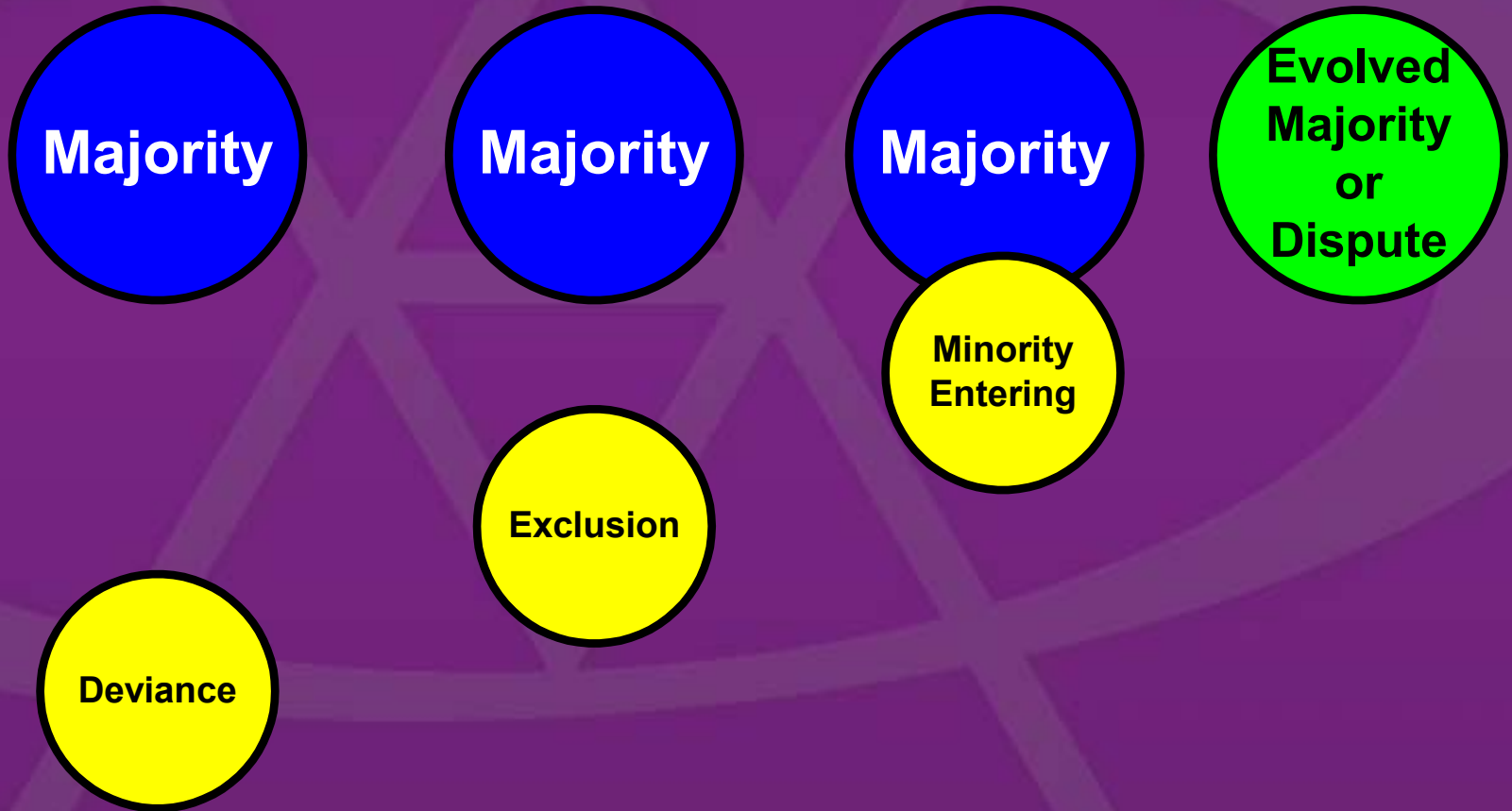


**Attitude and Emotions can turn into
change resistance as can be best
explained by the 7 rings of change
model.**



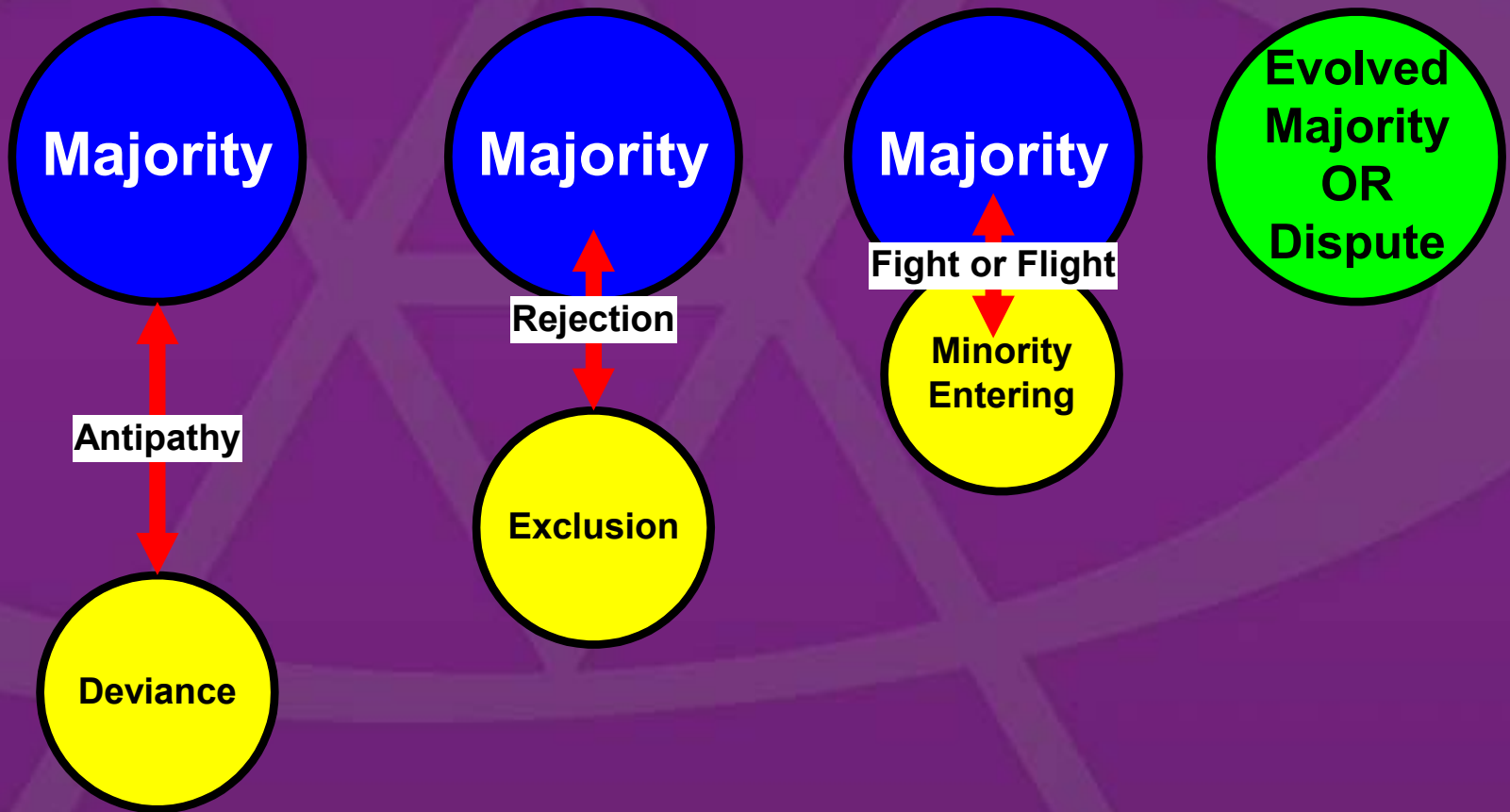
Power, Leadership & Change

The Sociology of Change – 7 Rings to Change



Power, Leadership & Change

The Sociology of Change – 7 Rings to Change



**The next slides explain why change fails
and the antipathy, rejection and
fight/flight emotional responses to
change.**



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The following is a summary of why change fails.

- Physical –** ABILITY i.e. People do not have the skills required of them in the new (changed) context and/or the organisation does not have Change Facilitation Skills
- Emotional –** HAPPINESS / WILLINGESS i.e. There is no management of the emotions which change triggers re: the fear, angst and anxiety.
- Intellectual –** UNDERSTANDING i.e. behavioural expectations are not set and the change process map is unclear.
- Noetic –** DESIRE i.e. the change is not connected to the vision and values of individuals and teams.
- Community Story and Myth –** the communications themes and organisational legends that sustain change

Failure to address these multilaterally can result in failure



Change the emotions and you CHANGE the responses to change.....

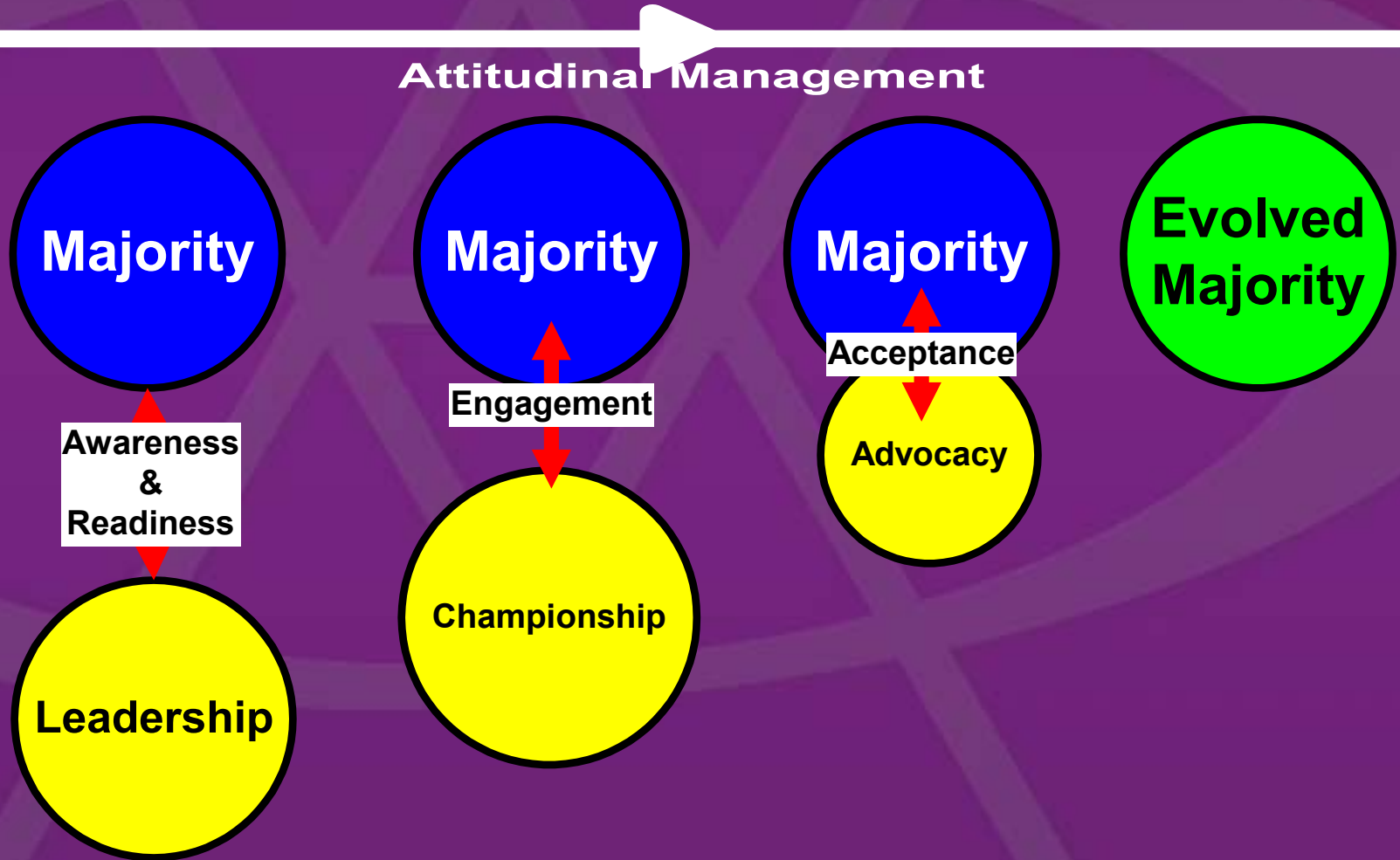
- 1. Deviance becomes Leadership**
- 2. Exclusion becomes Championship and**
- 3. Minority entering becomes Advocacy**

**See the next slides for the
“Attitudinal Shift” Paradigm for change and how
these emotions states are managed.**



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Change Success – the 7 Rings Attitudinal Shifts



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Here are the Cultural Change Fixes based on the change cycle.

- Physical** – Develop the skills required in the “new” environment and develop change facilitation skills.
- Emotional** – Remove emotional blocks to change.
- Intellectual** – Set performance and behavioural expectations.
- Noetic** – Create Meaning and Purpose for people and teams.
- Community Story and Myth** – begin and sustain the story through communications, recognition, reward and celebration



The FIXES are part of a normal socio-psychological process ...see the explanation on the next slide.



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This is the Change Facilitation Cycle and begins with Noetics which is one of the pivotal change enablers because:

- it is the component that creates meaning and “buy-in” around change;
- draws people to change; and
- “makes sense of change” in the HEARTS AND MINDS of people i.e.their attitudes.



So.....

Engage to be Effective!

Affect to be Effective



How do you Engage??????

The next slides explain the themes, ideas and skills to be used to facilitate change PLUS some tools that have proven highly successful in Change and Engagement processes ranging from team change to engaging better with customers.



The Engagement Continuum

Engagement is on a continuum of “Interpersonal Connectivity” ranging from Disengaged to Engaged.

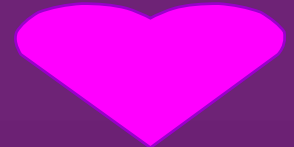
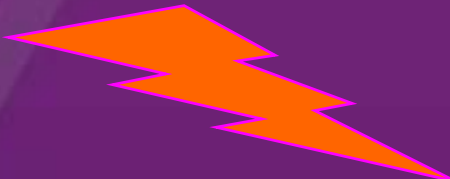
Disengagement means **NO** physical (not always essential), intellectual, emotional or spiritual (meaning&purpose through values) connection.

Engagement involves physical (not always essential), intellectual, emotional or spiritual (meaning&purpose through values) **CONNECTION.**

Disengaged

Engaged

Interpersonal Connectivity



The Engagement Continuum

There are also a range of skills that foster differing levels of engagement.

Disengaged

Engaged

Interpersonal Connectivity

Interpersonal Skills types

↑
Directing

↑
Telling

↑
Advising

↑
Discussing

↑
Physical E

↑
Intellectual E

↑
Emotional E

↑
Spiritual E

Some behaviours have a mixture of Physical, Intellectual, Emotional and Spiritual Engagement – these are the most powerful



Engagement Methods

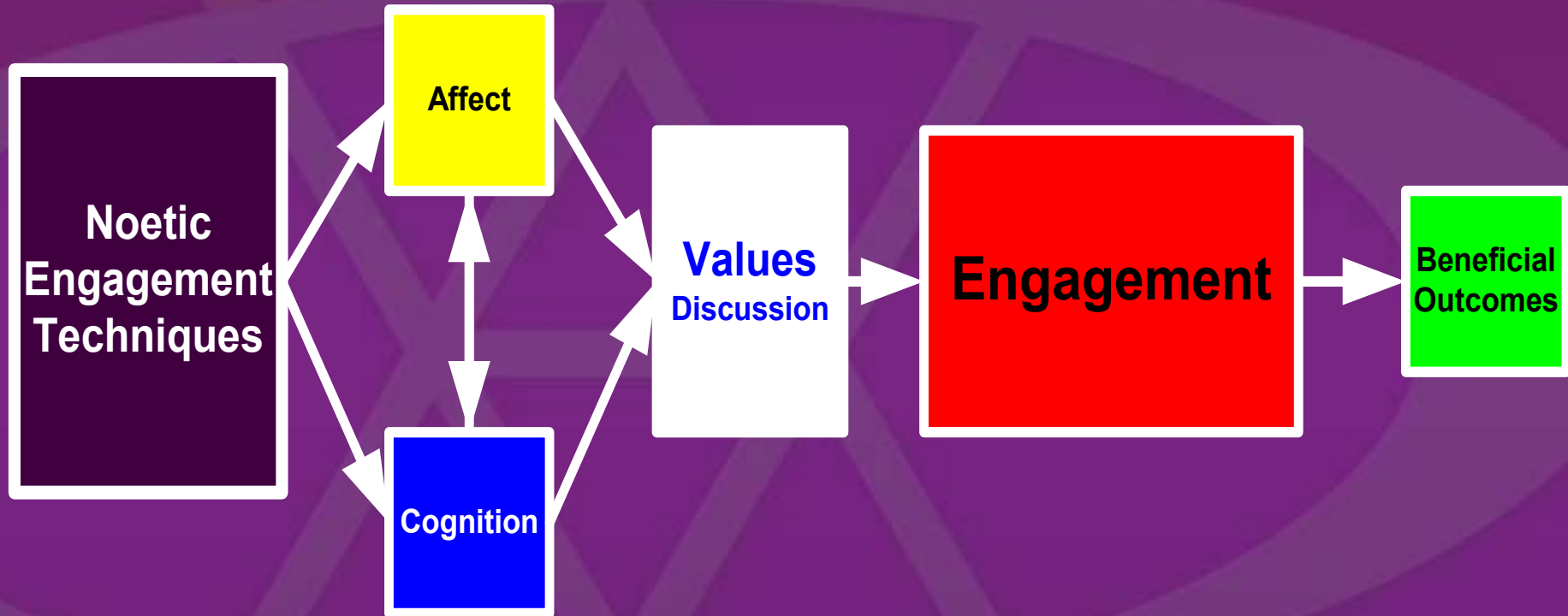
There are two skills based aspect to Engagement:

1. Creating Engagement; and
2. Responding in an Engaging way.

The next section of this presentation deals with Creating Engagement after that this presentation deals with responding in Engaging ways.



Creating Engagement



Engagement techniques involve using (value congruent) behaviours and dialogue that link emotions (affect) and ideas (intellect/cognition) with values.



Creating Engagement – Teams 1

Hitting Team	Target Personnel	Discussion 1 – Intro		Discussion 2 Value Add		Discussion 3 Risk		Discussion 4 Pain Avoidance	
		Script Elements	Outcome Sought	Script Elements	Outcome Sought	Script Elements	Outcome Sought	Script Elements	Outcome Sought
You and/or (our Team)	(Client Group and Individual Clients)								
Your Most senior	1. Their Most Powerful Decision Influencer	<ul style="list-style-type: none"> ➢ Meeting and Greeting ➢ Profile Sharing ➢ Interaction Skills ➢ Needs Identification 	<ul style="list-style-type: none"> ➢ What outcome? ➢ What success measure? 	1. IntraBusiness Relationships 2. Internal People Relationships 3. Group/Team/ Business Brand 4. Organisational Insight 5. Organisational and Human Fulfilment	<ul style="list-style-type: none"> ➢ What outcome? ➢ What success measure? 	Business Case –Business Need AND Business and Performance Risk	<ul style="list-style-type: none"> ➢ What outcome? ➢ What success measure? 	6. Contingency for Business Case – Business Need 7. Business and Performance Risk	<ul style="list-style-type: none"> ➢ What outcome? ➢ What success measures?
You	2. Your Direct Contact in the Client Organisation	(see Needs charts – Business and Human)	Behaviours and Tasks				Behaviours and Tasks		Behaviours and Tasks
Your Direct reports who have ce-to-face with client	3. The clients staff with whom your team interacts most								

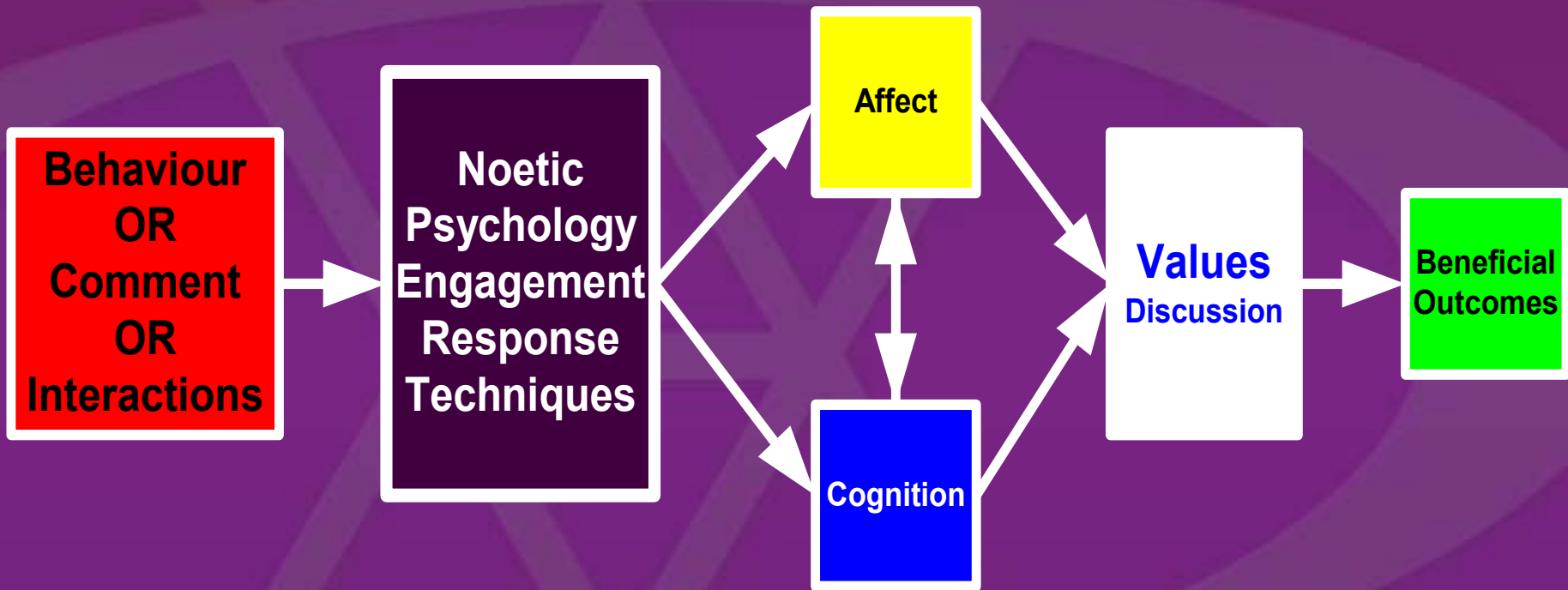


Creating Engagement – Teams 2

Action Group	NEOTIC/ Values	INTELLECTUAL/ Ideas	EMOTIVE/ Emotions & Feelings	PERFORMANCE MANAGEMENT/ Behaviours						
Leaders	1. Vision for Org Meeting	2. ROI + Strategy + Action Plan Meeting	3. Benefits Meeting							
Managers	4. As Above	5. As Above	6. As Above	7. Action Expressed. KRA's Requirements						
	One Meeting - Individual with Manager			Second Meeting - Individual with manager						
Teams	9. As Above	10. As Above	11. As Above	12. Areas of focus "Outcomes and Measurable"	13. KRA's Benefits third meeting	14. Action Individual and Team				
	First Team Meeting - with Manager and their teams			Second Meeting with Managers and their teams						



Responding in an Engaging Way



Engagement interaction techniques integrate Affect (emotions) with Cognition (intelligence) and fulfillment through values in order to create meaning & purpose.



Responding in an Engaging Way To Individuals

Core Emotions Response Techniques

**Listen, Empathise, Ask, Restate, Note
(LEARN)**

Empathic-Reflective-Action Based (ERA)

Emotions, Belief, Behaviour (EBB)

Affect, Perception, Testing (APT)

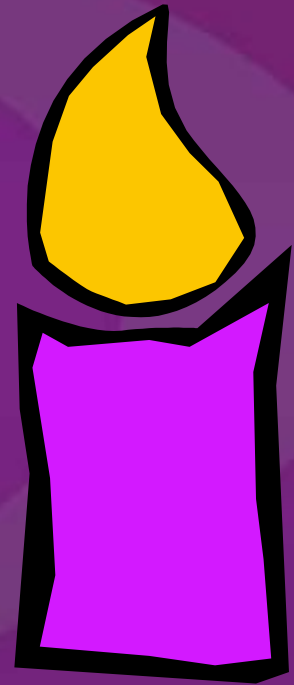
Emotion, Thought, Action (ETA)

Emotion, Values, Action (EVA)



Noetic Psychology

the **KEY** tool for change and engagement



Emotions + Intelligence + Values = Engagement

The Power of
Noetics



Power Influence and Engagement

Conclusion

**In conclusion, two key elements are at play:
Creating engagement by delighting; and
Responding in an engaging way by working with
peopledelightfully.**

**Both of these goals can be achieved using specific
skills that can be learnt.**



Power Influence and Engagement

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A COMPLETE LIST OF TRAINING PROGRAMS IS AVAILABLE

