

how people grow and achieve more



POWER UP

How to influence and impact
beyond your title



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We care but you're responsible.

So please be sure to take specialist advice before taking on any of the ideas. This white paper is general in nature and not meant to replace any specific advice. Dr Amy Silver disclaims all and any liability to any persons whatsoever in respect of anything done by any person in reliance, whether in whole or in part, on this paper.

CHALLENGE OF STICKY WORK

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Work that needs to be done urgently and day to day can be like quicksand, pulling people down till they are stuck, with decreasing efficiencies. The more we struggle, the deeper we get pulled down. What we want is to be on top of this sticky mud, agile, efficient and able to spot and respond to things on the horizon, the bigger picture. There are several key challenges that stop our senior staff moving into this smoother, more fulfilling space.

Challenge 1: Workload is overwhelming but resources are limited

Budgets for resources are restricted but the work keeps coming in. Our senior staff are working hard, over long hours and this is the norm. How do we protect our most senior staff from being overloaded, overworked and overstretched?

Challenge 2: Managers are getting caught in the work and not above the work

With this sticky mud of production our most experienced people (managers/leaders) are not being utilised to their full capacity, wasting strategic opportunities. If we want to build a future for our business, clients and colleagues we need to move out of the reactive (automatic) and into the responsive (choice). Helping managers move to a position of influence over their team, and having impact on the business has to be a core goal.

Challenge 3: Enabling colleagues to find purpose to their work is key to engagement

How do we help people have fulfilling jobs that keep them interested and engaged, healthy and committed? Disengagement with day to day work is a major challenge with only 3 in 10 people scoring highly on scores of engagement*. Retention is getting harder for organisations and good people are leaving at great cost to business, growth and brand. We know that people don't leave businesses, they leave managers. Retention will come from purpose fulfillment. How do we get our managers and leaders to experience fulfillment while inspiring their colleagues?

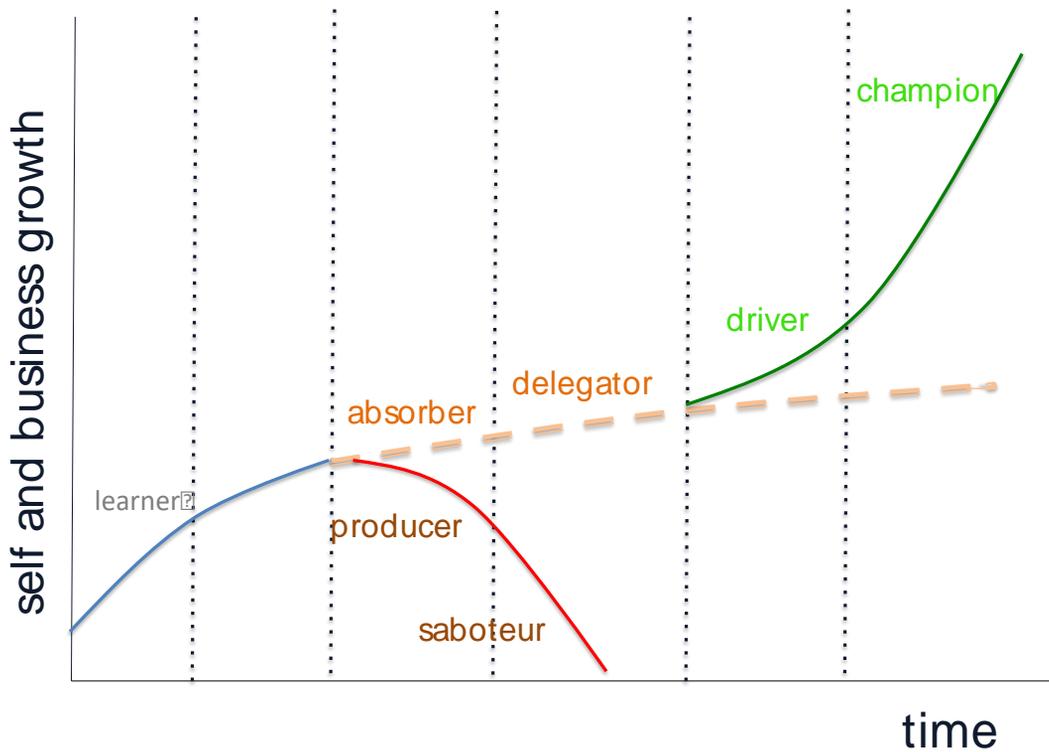
* Global Workforce Study (2014)

LEADER TYPES

Businesses have different types of leaders.

Leaders will have differing influences on their colleagues and clients and a corresponding impact on the growth of the business. The type of leadership will determine innovation, retention and engagement of colleagues and their potential contribution. Some of these leadership types give rise to negative impacts, some positive, some greatly positive.

Below the types of leaders are shown with their corresponding impacts. Determining how your business is being led is a way to predict your future. For example, businesses that have too many Producer leaders will likely be shrinking their potential for growth.



DESTRUCTIVE

The Saboteur

These leaders have checked out completely. This is a horrible place to find yourself. So misaligned with the organisation, people or their tasks, work is arduous and unfulfilling. With a leader caught in this energy, there is a damaging impact on the future of the organisation, colleagues, clients and brand. The strength of this sabotage can be extreme and the safest option is to contain the hierarchical power they hold.

The Producer

Stress related presenteeism and absenteeism costs the Australian economy \$14.81 billion annually*. The burden on the individual here is great with what appears to be insurmountable tasks. In this burnt-out state, a leader cannot have a clear focus on the tasks or the team. The individual has nothing left and is considering the opportunities of exiting (or worse checking out but not leaving), taking with her/him not just their expertise and experience but their potential too. This struggling leader has an unhealthy effect on the culture. In effect, the team is working without a leader. Those who are being led by an individual in this state can become disengaged with the organisation's goals and with their own work. Not only do these colleagues start to mimic their leader but they will be struggling with a greater logistic and emotional load in the absence of a leader. This contagious virus is what leads to sick cultures.

* Medibank Private

STANDARD

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The Absorber

The type of work that this leader does is not dissimilar from that completed by their team members, though being completed to a higher level and with greater efficiencies (hopefully). This Absorber is literally soaking up the extra workload till they reach capacity, working long hours. This leader has a positive influence over the organisation, the individuals in it and their clients. But they are battling at a personal cost, it is unsustainable and uninspiring for colleagues.

This leader has unfulfilled potential. There is a need to pull up and above the immediate workload for the maximising of self, others and the organisation. However, there is an inability to get up on top. The drive for innovation and creative problem solving is there but the capacity is not.

There might be an increase in discord with the employer requests for additional resources not being met. In this position while the team may be clear on the work ethics (through modeling), stress is normalised, leading to a culture with ongoing stress and/or retention issues.

The Delegator

This leader has a clear impact and influence on others and the business. This leader has learnt how to use her/his team well to enable coping with workload through clear and appropriate delegation. This is management in true form and the day to day work is being completed by the team. There is a focus on the goals set by the organisation.

There is a satisfaction attached to this category of leader and their team are doing a good job. Often it comes with a relatively good work life balance. This is often the stage that people in the lower leadership levels are striving for. But is it fulfilling enough for the individual and compelling enough for their team?

EXCEPTIONAL

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The Driver

This leader has learnt how to inspire themselves and their team to have great impact and influence. Using strong personal power to drive relationships, commitment to the tasks and conscious practice, they have a high functioning team. The team understands how to serve their clients and communicate with clarity internally and externally. This leader has space to contribute to other teams and projects, engaged in future based work for the business. The impact on the organisation and clients is great and this is true leadership (as opposed to hierarchical leadership).

The Champion

This position is held by those who are truly game changers. They are the big thinkers, and brave doers. They are the ones who pull businesses into uncharted territories, enabling exponential growth by spotting and leading effective disruption and innovation. These are the leaders who are committed and fulfilled in their role and their purpose. They are excited about their future, the future of others and the future of the organisation. These are internal and external drivers of the future. They are fearless and positive with an authentic connection with others and are inspiring to be around. The impact for the organisation and its people is unpredictably immense. There is a reduction in the wasted potential of the individual, their colleagues and clients (with strong NPS). These are the leaders we want to follow. These are the leaders who give others purpose and fulfillment.

WHERE ARE YOU...?

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	Leadership Type	External Energy	Internal Energy	Impact and Influence
Exceptional	Champion	Compelling	Fulfilled	x30
	Driver	Ruling	Dedicated	x20
Standard	Delegator	Rising	Excited	x10
	Absorber	Externalising	Battling	-5
Destructive	Producer	Struggling	Burnt out	-10
	Drain	Damaging	Checked out	-20

...AND WHERE WOULD YOU LIKE TO BE?

ENABLING EXCELLENT LEADERSHIP

Leadership development is ultimately personal development. Leadership ultimately shows itself in what we do 'out there' but starts 'in here'. It's something that we are, which then drives what we do'

Jim Clemmer

Like a smartphone is capable of so much more than emailing and internet, we are capable of so much more leadership power. However, many of us fail to read the instructions, to either the smart phone or ourselves! Here are the instructions for people power, the 9 steps that people need to progress through in order to get to a position of powerful impact and influence.

courage	3 Identify blocks	6 Identify fears	9 Experiment
conviction	2 Work out goals	5 Determine purpose and values	8 Align 'what matters'
consciousness	1 Be conscious of self	4 Conscious rapport	7 Conscious task management

NINE STEPS TO POWERFUL INFLUENCE AND IMPACT

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1 Be conscious of yourself

People have thoughts, feelings and actions that are mostly habitual. There is a need to identify these habits and how they serve or hinder. Often what enables a person to get to one stage is not what will enable them to get to the next stage. Awareness is critical for development.

2 Work out your goals

Clarity and control over work goals is crucial in directing future success. Those who have not spent time thinking about these goals, will continue to be driven by the urgent and not the important. Goals are like a compass, guiding you when things become confused or complicated.

3 Identify your blocks

Previous or current blocks to goal achievement must be identified and solutions must be found. This must be done dispassionately enabling recognition of internal as well as external blocks (as well as internal and external strengths). Assessment of what is controllable will identify places to increase power.

4 Conscious rapport

Understanding how to create strong and appropriate rapport is key to influence and impact. For some this is a skill that has to be learnt through consciously slowing down the processes of engagement. Tuning into and understanding others' thoughts, feelings and behaviours is key. The science of rapport building is essential learning.

Determine purpose and values

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High achieving individuals have often been told what their purpose is through hierarchical goals. When these individuals become leaders, they need to determine their own purpose. Understanding what ignites and excites us is part of a conviction piece which intensely drives our personal power.

Identify fears

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Fears are not always rational. Sometimes we have fear that is inhibiting for reasons that are not clear to others. In fact, by definition they are self-defined, and what one person fears is likely to be different from the next. Fears are sometimes driven from our thoughts, for example the fear of being disliked or the fear of losing control. Such fears inhibit our best selves/team. If we overcome our fears instead of avoiding them, we could reach our untapped power.

7 Conscious task management

Life is not going to get less busy. There is a need for more mindful task management with emphasis on the 'whole self'. This enables not only smarter and more efficient outcomes, but more pleasure and enablement of bigger goals.

Align what matters

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Ensuring there is an alignment with what matters is essential to a strong sense of mastery and pleasure. This is what leads to strong engagement and a sense of achievement.

Experiment

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Experimentation is the key to growth, not only for the business but for the individual. Experimentation can be internal or external and is the tool to discover true potential. Stretching behaviour, disrupting expectations is where compelling leaders thrive.

ABOUT AMY AND HER WORK

Often, we act at the surface level not attending to the 'real' issues that lie deeper. Revealing and solving the blocks underneath is the key to sustainable growth. It doesn't matter how hard you are rowing your boat if your rudder needs adjusting.

Amy is a speaker, facilitator and coach. She is co-author on several books. Her latest book, *Conversations Create Change: How to propel performance and engagement for your direct reports*, has several complimentary programs for teams who are wanting to improve their effective conversation capability.

Amy has been working with executives and senior managers for 15 years. She has a warm style but she faces the hard conversations with ease. She is capable of building rapport quickly with bright people through authentic behaviours that enable a trusting relationship. She is curious, respectful and disturbs the habits that keep us from reaching our full potential. She creates observable change by using her psychological knowledge of people and workplaces. See www.DrAmySilver.com for details on programs, testimonials and videos.

Doctorate in Clinical Psychology (2000), Masters in Forensic Psychiatry (1996), Masters in Performance (2004) and a BSc Hons in Psychology (1995). She worked as a practicing Clinical Psychologist, Academic Tutor and researcher at Oxford University, UK (1997-2005). After a short stint as a professional actress 13 years ago, Amy came back to what she is obsessed with, driving sustainable, effortless growth enabling people to be powerfully influential.

