

# JUICY WORK NEWS

Updates from The Learning Advantage

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## Mobley's Musings

I hear clients being critical of themselves for minor mistakes. This tendency causes them to feel badly when they make a simple error. How motivating would it be to go around whacking yourself every time you screwed up? I think people would play 'small' and not take risks if the result of messing up was strong criticism.

I remember seeing a video of Arnold Palmer talking about what he did when he missed a shot. He stepped back and said, "That's not like you, Arnie." Then he stepped up and visualized himself hitting the ball perfectly. He then said, "Good job, Arnie. That's more like it." He said his self-talk was what gave him confidence to keep playing golf, even when he was having a bad day.

Research shows that when people focus on doing things perfectly they don't take the bigger risks that can add even more value. Are you pushing yourself to be bolder and have more impact or are you trying not to fail? If you are doing the latter, you may not be successful because you won't have enough impact. I love the quote from Mark Twain, "Twenty years from now you will be more disappointed by the things you didn't do than by the ones you did."

Sandy

**Ask Sandy**



## Influence is More Effective than Authority

In Ask Sandy, I noted some clients' frustration when they found greater authority and responsibility did not lead to greater control. As their responsibility increased, their direct control decreased. They discovered that while their title may have given them authority, in the upper echelons of business, influence is the true coin of the realm.

Influence comes in various forms, and people typically have preferred styles. But the most effective influencers are like chameleons, adopting the style of the person they



*Sandy Mobley*

When clients are promoted into managerial roles, some are surprised to find they have less control in their new positions. They discover they're no longer autonomous decision makers as others are encouraged to weigh in on their ideas and initiatives. One newly promoted manager asked me, "Why should I bother coming up with solutions when other groups or peers might shoot them down?"

As people move from individual contributors to supervisors to managers of managers, their scope of influence increases. With so many others affected by

the work of leaders, it's rare that one leader or even one small team can make effective, informed decisions. In climbing the organizational ladder, the ability to collaborate with others and influence them becomes more important than technical skills.

It is interesting to explore the idea of control. While we may bemoan diminished control, we always have influence. Strengthening your influence by improving your abilities to motivate and persuade can go a long way toward getting your ideas heard and embraced. But don't expect that your colleagues won't challenge you. After all, that's what good leaders do.

**Learning for Leaders** – Pay attention to how others influence you. That is the style they tend to be most influenced by.

**Coaches Corner** – Help clients create a relationship map of all the stakeholders they work with. Spend time defining how best to influence each person.

If you have questions you'd like Sandy to address in future newsletters, email them to [sandy@learningadvantageinc.com](mailto:sandy@learningadvantageinc.com)

seek to influence—in effect, speaking that person's language emotionally and logically. Recognizing others' styles and mirroring them may improve your ability to influence them.

Some influence styles focus on uniting and collaborating while others focus on advocating. Discovery Learning, Inc., has developed a useful model and assessment tool that helps people determine their preferred styles and those that they under utilize. This article draws on that research.

- Uniting Styles: Bridging and Inspiring
- Advocating Styles: Asserting and Rationalizing
- Negotiating Style

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