

JUICY WORK NEWS

Updates from The Learning Advantage

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THE Learning Advantage



Mobley's Musings

In the last few weeks, clients have told me about instances when their leaders made decisions affecting them without discussing the idea ahead of time, asking their opinion, or even communicating the decision before it was announced. The reactions of the clients varied from hurt to so angry that one was updating his resume. They all felt demotivated and undervalued.

Why do leaders fail to involve their staff? Are they afraid they will get resistance and they want to avoid the potential conflict? Are they feeling pressured to decide and don't feel they have time to engage others? Do they think they "know best" and that asking their staff wouldn't net any positive benefits? I hope it isn't the latter. I remember an old adage that was something like "all of us are smarter than any one of us."

Whatever the reason, the negative feelings and distrust which result from that behavior will linger and degrade morale and engagement. Often when I coach leaders, they talk about involving staff in decision making. Where is the disconnect? Do they truly think they are involving their staff? If they aren't, how can I raise their awareness before they lose their staff members' trust?

Sandy

Leadership

Presence: Align

Your Body

Language With

Your Message

Having the presence of a leader means projecting confidence and calm even in stressful situations. Whether you are in a small group meeting, participating in a one-on-one interview, or addressing a large audience, you communicate leadership not just by what you say, but how you say it—and not just with your words but with your body. That's why effective leaders make sure their body language and voice don't undermine their words. Key tools for conveying

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Sandy Mobley

Ask Sandy

Recently clients have discussed ways that they feel disadvantage in meetings. One leader said his staff brings the materials to the meeting that they want to get his feedback on and he feels it isn't the best use of his time. He likes to think about the content and spend time coming up with recommendations, which he feels like he can't do in the confines of an hour meeting. I asked him what requests he has made of his staff regarding getting materials for review. He gave me a quizzical look and then said, "Oh, I could ask them to send me the materials BEFORE the meeting!"

Another client said she feels uncomfortable when people describe a situation and ask her to make a decision on the spot. As an introvert, she likes to think before she speaks. She will give an answer and then as she is driving home, she comes up with a much better response. I asked her if the decisions she was asked to make were time sensitive. She didn't know and realized that if she asked when they needed a decision she could potentially buy herself time to give a more thoughtful response.

Many situations and meetings happen in a way that doesn't work well, much less optimally for the participants. Having conversations about what would allow you to be at your best can lead to better results.

Learning for Leaders – When a situation doesn't play to your strengths, what requests can you make to set yourself up for success?

Coaches Corner – Ask clients what situations don't work for them and help them find ways to make requests that will improve their effectiveness.

If you have questions you'd like Sandy to address in future newsletters, email them to sandy@learningadvantageinc.com

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