The Language of Leadership

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• Delivers over 60 speaking presentations annually to audiences of up to 1,200 women for women’s conferences and corporate women’s initiatives.
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In this webinar

1. Leadership Presence
2. Managing Your Career
3. Influencing in Meetings
4. Managing Others
#WLCWebinar

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- Best team selfie pic
- Best original leadership phrase

Leadership Presence

Poll

Is it more important for a leader to be liked or respected?
“We ask: do I LIKE this person (warmth/trustworthiness)?
And do I RESPECT this person (power/competence)?”
– Amy J.C. Cuddy, Associate Professor of Business Administration, Harvard Business School

“The equation that produces charisma is fairly simple. All you have to do is give the impression that you possess both high power and high warmth, since charismatic behaviors project a combination of these two qualities.”

The Charisma Myth, by Olivia Fox Cabane.
Is it more important to be liked or respected?

“A growing body of research suggests that the way to influence—and to lead—is to begin with warmth.”


In every conversation

- Warmth
- Likeability
- Trustworthiness
- Openness
- Engage
- Smile

- Authority
- Respect
- Competence
- Strength
- Persuade
- Power pose
Managing Your Career

“You can’t just put your head down and do amazing work. You need to talk to people. Not only about the great work you are doing, but also your career aspirations or projects you want to work on. People want to help. Telling them what you want will allow them to better support you.”

— Liz Brenner, VP Marketing, SAP
What’s the easiest way to get a promotion?

LinkedIn surveyed 954 professional women in 2013. Only 25% had asked for a promotion.

Ask for one.

75% of those who asked for a promotion got one.

“Today’s Professional Woman,” LinkedIn, 2013.
I. What are the requirements?

I am interested in becoming [name the role].
What are the requirements?

*Listen, then paraphrase:*
If I understand correctly, the requirements are a, b, c, d.

*Check that you have their agreement.*

II. Make your request

I understand the role requires a, b, c.
I believe I am the ideal candidate for this position because x, y, z.

*Check for their agreement.*

What are our next steps to move forward?

*If they hesitate:* Is there any additional information you need, to consider me as the ideal candidate?
To close a job interview

I understand the role requires a, b, c. I believe I am the ideal candidate for this position because x, y, z. *Check for their agreement.* What are our next steps to move forward? *If they hesitate:* Is there any additional information you need, to consider me as the ideal candidate?

To be considered for a special assignment

“What do I need to do to be considered for…?” — Joanne Collins

“I’m excited about this opportunity. Do you have a few minutes to tell me more about it?” — Mary Jo Anderson

“If you don’t take credit for what you do, it is likely that someone else will.” — Fawn Germer, Global Leadership Speaker, Bestselling Oprah Author and Women’s Leadership Expert
When a colleague takes credit for your work

Speak up immediately.
“To clear up any misunderstanding, what Karen/Kevin is trying to explain is that we collaborated on this effort. She led the initial data gathering, while I devised the methodology and performed the analysis.”

When a colleague takes credit for your work

Later, but not too much later, in private:
“I respect your work and contributions to the team, and won’t hesitate in future to praise you publicly for your contributions. But if you claim credit for my work again, I will set the record straight. Is that clear?”

"Brand" your ideas, so no one can "hijack" them.
— Luann Pendy, Vice President of Global Quality, Medtronic
“If you’re not taking risks in your career, you might actually be creating more risk for yourself.”
— Valerie Oswalt, Vice President of Sales, West Area for Mondelēz International

When you’re about to take a risk

“Acting within my own known authority, I believe it’s better to ask for forgiveness than permission.” — Mary Jo Anderson

When a co-worker is about to make a career-damaging decision

“What do you think of reviewing this together? I want to help you make a decision that you can live with in the future.” — VP of Sales

“In 5 years, will you regret this decision?” — Liz Brenner
Influencing in Meetings

“Meetings are your greatest opportunity to be visible and show your organization what you bring to the table. You can use your time in meetings to show your effectiveness, your intelligence, and leadership skills.”

— Luann Pendy, Vice President of Global Quality, Medtronic

To respectfully disagree with someone

“Help me understand…” – Betty Chan Bauza

“You bring up good points. Have you also considered…” – Joanne Collins

“There are other options we should consider. For example…” – Startup Founder
To respectfully disagree with someone

“I understand what you’re saying and can see why you see value in this idea. I’d like to offer another approach and talk through the two ideas to see what might work best in this scenario – it may even be a combination of the two.” – Marie Pettinos

You must be prepared to provide meaningful alternatives.

— Startup Founder

Challenging people that like to constantly debate

“Do you have examples or numbers that we can review to see all aspects of the issue?” – VP of Sales
“Ask your executives for 15 minutes of time before the big meeting so that you can preview your thoughts and ideas and hear what concerns they have. Make them part of the process so that by the time the big meeting comes, they feel like they have a stake in it.”

- VP of Communications

Pre-sell your ideas

1. “Does this make sense to you?
2. Do you agree with this?
3. Do you think this is a smart way for us to be spending our time and money?
4. Does this align with the initiatives in your area?
5. And if it does, will you back me up when I get to the presentation?”

When you don’t know the answer

I don’t know
“Whether you are pitching to an investor or a client, or you are holding a key meeting with your employees, or working through any decision-process, answering with “I don’t know” is not an answer. Ever. When you change the answer from ‘I don’t know’ to ‘I need more information’, everything changes.”
— Dr. Patricia Fletcher, Integrated Marketing Executive at IHS

When you don’t know the answer

“I don’t have enough information to answer your question.” — Jeanne Sullivan
“Based on what we know today, my thoughts are…” — Selena Rezvani
“I don’t have the data at hand, but I’ll get it to you later today.” — Software engineer
“I need to gather more information before giving my final answer.”

When someone speaks over you

“I realize that I have a soft voice and you probably didn’t realize I was still speaking. If I may, I would like to finish my thought....” – Marie Pettinos

“Please allow me to finish this thought as I think it is important in our decision making.” – VP of Sales.
Managing Others

To manage others via coaching, not authority

“What do you think your best course of action would be?” – VP of Sales

“I trust your decision and direction. I agree you are going in the right direction.” – VP of Sales

“Pay as much attention to the ‘how’ as to the ‘what’.” – Sheri Dodd

To manage others via coaching, not authority

“If you could change one thing about your assignment/job what would it be?” – Nina Bhatti

“When I ask you to do this does your energy level go up or down?” – Nina Bhatti
When a team goes off course

“Team, I’m disappointed. You’re better than this.”

“We took a risk together, it didn’t work out. Let’s figure this out together.” – VP of Sales

“What’s blocking you?” – Nina Bhatti

When someone’s been given a task but doesn’t deliver.

“What is getting in your way of completing the task?” – VP of Sales

“What’s blocking you?” – Nina Bhatti

When a leader is blaming your team

“It’s time to take a step back, reset, and let go of the past conflict. How can we move forward in a positive, constructive manner and focus on the work?” – Joanne Collins
When a leader is blaming your team

“When you want to blame somebody, blame me. Let's have that conversation in person one-on-one; but for the purpose of this team meeting, let's focus on what's not working and how we can move forward.” – Erin Chapple

In the workplace, relationships are key to getting things done. We often think conflict and differences push people apart, but in reality these conversations can do a lot to strengthen relationships.” – Erin Chapple, Group Program Manager, Microsoft

To motivate a hardworking team

1. “I've got your back. I'm here. My job is to make you successful.” – Liz Brenner

2. “Why is this important to you?” – Steve Vannoy

3. “We work hard, play hard.” – Alice Katwan

“I We're getting **** done.” – Holly Pavlika
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Poll
Which of these are you most likely to implement?

Recommended
The Charisma Myth, by Olivia Fox Cabane.
Crucial Conversations, by Patterson, et al.

Finding Your Voice
Tuesday, April 21, 2015
Guest speakers:
• Jacobia Solomon, Vice President, Engineering, Mimeo
• Monali Jain, Angel Investor
Discussion questions

1. Share an example of a leader who exudes warmth and authority. How do they do it?
2. What’s the most memorable thing a leader ever said to you?
3. What are your favorite phrases for:
   • Managing your career
   • Influencing in meetings
   • Managing others