LEADERSHIP AND
THE ART OF INFLUENCE

3 RAISING FUTURE LEADERS BY EXAMPLE
6 KEY ELEMENTS OF PERSUASION
9 WHEN BODY LANGUAGE SPEAKS LOUDER
KOFI ANNN: A STUBBORN OPTIMIST

By BHARAT AVALANI
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KOFI ANNAN, the Ghanaian diplomat and former United Nations (UN) secretary-general, passed away at age 80 at a hospital in Bern, Switzerland and former United Nations (UN) secretary-general. He was a true global statesman and political. In an interview with BBC's HardTalk to mark his 80th birthday, he said, “I am a stubborn optimist, I was born an optimist and will remain an optimist.”

Those in Bali, Indonesia who acting with him was one of the best and political. In the US financial crisis of 2008, some banks were ‘too big to fail’ yet people were too small to matter. This is why you see the kind of election results in the US, UK and elsewhere. Business has an advantage – they are closer to the community. The opportunity is for business to put people at the heart of what they do.”

Never in my wildest dreams had I imagined that just two years later, I would get an opportunity to share my experience with Annan in person.

I presented him a collage of his childhood memories and I was told that he and his wife Nane were touched by the gesture. He later placed his hand on my shoulder and told me that we had another thing in common apart from shared memory of his school – it was that his dad had worked for Unilever Ghana.

I will always feel the weight of his hand on my shoulder. Responding to a question on leadership, he remarked that, “Leadership is about understanding a problem and asking yourself what you can do to help. Leadership is service. A good leader is a good follower.”

That resonated well with me. I asked him: “Most people trust businesses and business leaders more than governments and politicians. Why then, aren’t business leaders given the due recognition they deserve globally? Can a business leader win a Nobel Prize?”

He answered: “People have lost trust in leaders – both corporate and political. In the US financial crisis of 2008, some banks were ‘too big to fail’ yet people were too small to matter. This is why you see the kind of election results in the US, UK and elsewhere. Business has an advantage – they are closer to the community. The opportunity is for business to put people at the heart of what they do.”

I experienced greatness in the presence of Kofi Annan and interacting with him was one of the best moments of my life. He was a true global statesman who served with amazing grace and deep compassion. In an interview with BBC’s HardTalk to mark his 80th birthday, he said, “I am a stubborn optimist, I was born an optimist and will remain an optimist.”

Those in Bali, Indonesia who heard him speak on Campaign for a Better World last year would have felt his optimism and listened to his strong words, spoken softly.

There, he noted three of the most important things that businesses need to do to bring positive change to the world: not forget the poor; build alliances and partnerships to increase equitable growth and opportunity for all, and ensure the decisions they make will deliver sustainable and ethical development.

I recognise that this is an ambitious agenda. There are many challenges to overcome, but I am confident that through leadership, partnership and vision, positive change is possible. With the full engagement of business, globalisation can be harnessed as a process which ensures prosperity for all, while protecting our planet. So let us all live up to this responsibility.”

Never in my life have I met such a person – a man of quiet fortitude; soft spoken but with strength that inspired. The world has lost a great statesman. I am grief stricken.

Bharat is a faculty of Leaderonomics who specializes in creating brand experiences through storytelling. He is a veteran FMCG marketer and a memory collector too. He helps executive teams put stories to work by helping leaders find and tell business stories to engage, influence and inspire people.
Ince the conclusion of Malaysia's 14th General Election, we've read and heard a lot about what our country's leaders should now do to help our nation prosper and regain its credibility on the global stage.

The time is ripe for us Malaysians to take stock of where we are and where we want to be, and somehow to give a part to play in helping our country to be the best that it can be.

I've always advocated the idea that leaders are nurtured, and that leadership qualities can be developed from an early age.

Of course, children take their lead from us. They watch how we treat each other, how we approach problems, and how we deal with issues.

If we want to develop strong characters and good citizens, it begins by asking ourselves: Are we demonstrating what it means to be an authentic, kind and helpful person?

**STARTING THEM YOUNG**

From the time children are in school — that's where we can truly begin to shape the leaders of our future.

To teach them how to think, rather than what to think; to allow for exploration and experimentation instead of information retention; to nurture their confidence and belief in the value of being of service to others; as well as being capable of making a success of their own lives and paying it forward to the next generation.

Here's an example of just how strong an influence education has on a child's future. Recent studies in America have suggested that if a class of 28 students had a better teacher for one year, the students' income (over a lifetime) would increase by over $US260,000 if a bottom five percent teacher is replaced with an average one, and more than $US560,000 if an average teacher is replaced with a great one.

**IT'S UP TO US, NOT THE GOVERNMENT**

It is easier to build strong children than to repair broken men.

— Frederick Douglass

At Leaderonomics youth camps and school programmes, one of the central tenets of what we work to achieve is to instil a sense of belief, team spirit, and a can-do mindset in young people.

Of the many fascinating things I've observed over the years, thousands of children we've worked with have pointed to one or more members of our team as role models or inspirations.

When they see their ideals demonstrated by someone who's sincere and authentic, children actively want to raise their game to emulate those they admire. It's heart-warming to see, and to think how when these kids come back years later with their own stories of success to share.

It became clear to me that community, education, business, and national leaders have more influence over how our children are shaped than we think, and to a deeper level than we realise.

If we want to create lasting social change and build a country up, it doesn't begin and end with a government administration. After all, governments and policies can change.

We need to build the kind of country we'd like to live in from the ground-up, which starts with educating our children not just to achieve the best grades possible, but also to become well-rounded, compassionate citizens.

**AFTER GE14: WE HAVE WORK TO DO**

Freedom is never more than one generation away from extinction. We didn't pass it to our children in the bloodstream. It must be fought for, protected, and handed on for them to do the same.

— Ronald Reagan

Malaysia has taken a bold leap forward in the aftermath of the 14th General Election, and it can be tempting to think that we have safeguarded our freedom and liberties following our duties at the ballot box.

On the contrary, the hard work of building our future begins now. It's something of a lifelong project that includes inspiring our children to be the best that they can be, and to value their country and freedom in a way that encourages them to carry those values with respect and care — never taking their freedom for granted.

More importantly, the example we set for our children can either be the greatest gift we offer them or our greatest missed opportunity to empower today's children to become tomorrow's leaders who carry a passion for our country.

The antiquated mantra of "Do as I say, not as I do" doesn't work. Every one of us has learnt through the examples set for us by our parents and their generation.

For those of us lucky enough to have had great examples to follow, we surely have a duty to pay that forward. For the unfortunate few who lacked nurturing examples, perhaps the valuable life lessons learnt could be used to help our children understand the importance of resilience and strength in the face of challenge and adversity.

One thing for sure is that Malaysia has always possessed incredible potential, talented people, and the passion to be greater than ever before.

We're now in a place where that dream can become a reality, and we can achieve more together — and quicker — if we keep in mind that we all demonstrate what it means to be Malaysian to those who come after us.

What we should consider: decide what kind of example we want to set, and realise that it's not solely down to Tun Dr Mahathir Mohamad or Datuk Seri Anwar Ibrahim to build a brighter future for our children and the generations to come.

We all play a part in setting up that future, and I know that we have the desire to work together to make it a stable, bright and prosperous one.

**CHILDREN SEE, CHILDREN DO**

**RAISING FUTURE LEADERS THROUGH INFLUENCE**

By ROSHAN THIRAN

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I have a dream that my four little children will one day live in a nation where they will not be judged by the colour of their skin, but by the content of their character. — Martin Luther King Jr
SECRETS OF SUCCESS
HOW TO SET GOALS AND FOLLOW THROUGH

By MARSHALL GOLDSMITH
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The typical advertisement or – infomercial – designed to help people get in shape provides a great example of what not to do in goal-setting.

The message is almost always the same: ‘For an ‘incredibly small’ amount of money, you can buy a ‘revolutionary’ product that is ‘unbelievably easy’ and ‘fun to use’. This product will produce ‘amazing results in almost no time’ and you will ‘have the body that you always wanted’.

Most infomercials imply that you will not have to continue exercising and dieting for years, that you will continue to look young, and that you will have a wonderful love life for the rest of your living years.

In reality, there is no easy answer – real change requires real effort. The ‘quick fix’ is seldom a ‘meaningful fix’.

Distractions and competing responses are going to happen and the most successful people, and those who really want to be great, understand this.

Below are three of the most important reasons that people give up on goals followed by a brief description of how successful people do it differently and are ultimately well-positioned to achieve their goals.

1. OWNERSHIP
One of the biggest mistakes in all of leadership development is the roll-out of programmes and initiatives with the promise that ‘this will make you better’.

A classic example is the performance appraisal process. Many companies change their performance appraisal forms on a regular basis. How much good does this usually do? None!

These appraisal form changes just confuse people and are seen as annual exercises in futility.

What companies don’t want to face is the real problem – managers who lack either the courage or the discipline to make the appraisal process work.

The problem with the this-will-make-you-better approach is that the emphasis is on the ‘this’ and not the ‘you’. Rather than rely on the latest ‘programme’, successful people have a high need for and reliance upon self-determination.

They commit to the challenge, task, or process that needs their efforts and make a plan to meet their goals. Because of this commitment, they are far more likely to achieve success.

2. TIME
Most of us have a natural tendency to underestimate the time needed to reach targets.

Everything seems to take longer than we think it should!

When the time elapsed in working towards our goal starts exceeding expectations, we are tempted to just give up on the goal, and often do.

Successful goal-setters are more time-sensitive than the general population.

They are more realistic about the time it will take to implement their programme, and complete various changes and/or tasks.

In addition, they review their goals frequently and adjust their plans for progress as necessary.

Thus, they are more likely to meet their own goal expectations.

3. DIFFICULTY
The grip with difficulty is, “The challenge, process, or task is a lot harder than I thought it would be. The ride was so simple when I was starting out!”

In setting goals, it is important that we realise real change will take real work.

Expecting that ‘this will be easy’ or ‘this will be no problem for me’ can back-fire in the long-term when we realise that change is not easy and that we will invariably face some problems in our journey toward change.

Successful people understand that there will be a price for success – they will have to work hard to achieve their goals.

This realistic outlook prevents the disappointment that can occur when challenges do arise later in the change process, and as a result, they are less likely to give up.

CONCLUSION
All of these messages may sound tough, but they are real.

Successful people are not afraid of setting challenging goals. In fact, clear and specific goals that produce a lot of challenges tend to produce the best results!
FIGHTING SEXUAL HARASSMENT

WHAT ORGANISATIONS AND INDIVIDUALS CAN DO

Marty Langelan shares these tested tactics for discouraging sexual harassment:

- Use an all-purpose statement such as "Stop harassing women. I don't like it - no one likes it. Show some respect." • Name the behaviour, and don't smile when you say it.
- Use an interruption tactic, such as a time-out gesture, to cut off the behaviour.
- Force the person to explain him or herself. Langelan suggests asking questions such as "Why do you think it's okay to ask me to give you a massage?"
- Organise consistent group action against a persistent harasser. Agree on what you will all say to him or her and repeat that statement whenever the bad behaviour occurs.
- Document the incident on the spot with your phone's camera or a written record.
- Use short, direct statements to give the harasser feedback on why his or her behaviour is inappropriate and what behaviour would be better.
- Use basic self-defence if you are physically attacked. Take an aikido class if you can.
- If you are a bystander, speak up.
- Recruit unexpected allies, including the bully's buddies.
- Langelan recommends using consistent, everyday interventions to redefine workplace cultures.

If your organisation is not doing enough to create a safe workplace culture, organise your colleagues to work together. You can make a difference, but not alone.

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This 22-26 October, we're heading to China to learn from one of the world's top and fastest growing businesses, and you're invited!

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This special trip will be led by Roshan Thiran, who will also be teaching and bringing insights to you throughout the journey. Only 15 spaces available. Registration closes on 31 August 2018.

For more information and to book your place, please contact Thian at info@leaderonomics.com.
WHY ARE YOU INFLUENCING THROUGH DOMINANCE AND PRESTIGE?

By Dr. Eunice Y. See

www.leaderonomics.com | Saturday 25 August 2018

WHEN are status-conscious individuals motivated to achieve or promote their own legitimacy? How do power and influence affect the practice of leadership in organizations? Leaders are changemakers, whose actions have implications on the well-being of their followers and the organizations where they work. Leadership is about shaping a desired future, influencing others, and creating a lasting impact. Research shows that leaders who are able to effectively influence the behavior and emotions of others are able to achieve organizational goals and positively impact their followers. This article explores the concepts of dominance and prestige, two key power bases that leaders can leverage to influence others.

Dominance and prestige are two sides of the same coin and refer to the ability to influence or control another person. They are important constructs in the field of leadership because they help explain how leaders gain and maintain power. While the concept of leadership is often associated with power and influence, there is a need to understand the nature and mechanisms of these constructs to effectively leverage them in organizational settings.

DOMINANCE AND PRESTIGE ARE TWO SIDES OF THE SAME COIN

Power is a fundamental concept in leadership research and refers to the ability to influence or control another person. It is often measured in terms of formal authority or informal prestige. Dominance and prestige are two key power bases that leaders can leverage to influence others. Dominance refers to the use of force or coercion to control another person, while prestige refers to the use of reputation or charisma to influence another person. Both power bases are important in leadership practice and can be used in different contexts to achieve desired outcomes.

THE BEST LEADERS ARE ABLE TO EFFECTIVELY LEVERAGE TWO KEY POWER BASES

The best leaders are able to effectively leverage two key power bases: dominance and prestige. Dominance-focused leaders rely on their ability to influence others through coercive force, whereas prestige-focused leaders rely on their ability to influence others through charismatic appeal. The use of power is often determined by the context, and leaders may need to use different power bases depending on the situation.

THE USE AND ABUSE OF BOTH DOMINANCE AND PRESTIGE

The use and abuse of both dominance and prestige are important considerations for leaders. Dominance-focused leaders may use force or coercion to control others, whereas prestige-focused leaders may use charisma or reputation to influence others. Both power bases can be used in appropriate and inappropriate ways, and leaders need to be mindful of the potential consequences of their actions.

Table 1

<table>
<thead>
<tr>
<th>Situation</th>
<th>Power Base</th>
<th>Using the Power Base</th>
<th>Abusing the Power Base</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attempting to motivate team members to work harder</td>
<td>Prestige</td>
<td>Acknowledge their achievements</td>
<td>Insult or belittle them</td>
</tr>
<tr>
<td>Attempting to influence team members to change their behavior</td>
<td>Dominance</td>
<td>Use threats or punishment</td>
<td>Use manipulation</td>
</tr>
<tr>
<td>Attempting to negotiate a deal with a client</td>
<td>Prestige</td>
<td>Use personal connections</td>
<td>Use financial incentives</td>
</tr>
<tr>
<td>Attempting to influence public opinion on a political issue</td>
<td>Dominance</td>
<td>Use political rhetoric</td>
<td>Use misinformation</td>
</tr>
</tbody>
</table>

In conclusion, it is important for leaders to understand the nature and mechanisms of power and influence, and to use them effectively to influence others. The use and abuse of both dominance and prestige are important considerations for leaders, and they need to be mindful of the potential consequences of their actions. By leveraging both power bases, leaders can effectively influence others and achieve desired outcomes.
WORKING life fills up a big portion of our time. On average, it’s one third of our lives. Many people build their lives around their work, so it’s no surprise that some of the common questions people ask themselves when they switch jobs are:

- What should I do?
- How do I start a new role?
- How do I find a job that suits me?
- Which is the right company for me?

It’s almost like looking for a new partner or spouse.

The only difference is that the voluntary separation scheme is easier to manage. Nevertheless, a job is a commitment, a relationship, and a mutually beneficial engagement—minus the courtship and marriage.

So, why is there so much apprehension when it comes to switching jobs? Could it be because of human nature’s resistance to change? Or, perhaps even one’s mindset, expectations and experience?

Or, is it because of remarks such as...

“Even a monkey can manage that place!”

“Fire that manager or your job is on the line!”

“Actually (I am the greatest risk for the company as I have no succession)”

Believe it or not, these are actual quotes from chief executive officers (CEO), so it is no surprise that there is so much apprehension when candidates want to switch jobs.

Even more striking is that these statements reflect the culture of that organisation and attitude of its CEO.

CULTURAL ANTHROPOLOGY AT WORK

Barbara Czarniawska, a Scandinavian sociologist, takes the view that, “Organisation theory has an important anthropological lens which is an important method.”

If the two can be put together more systematically and consistently, maybe the result would help us understand what we experience during the major part of our adult lives and career.

Cultural anthropology is the study of cultural differences among humans based on ethnographic, linguistic, social, and psychological factors. The successful synergy of these factors could provide solutions to many talent, productivity, and business issues faced by organisations today.

It can help us leverage corporate culture by observing its people behaviour to find the real drivers of change for optimal work and business value creation.

WAR for talent: A cultural anomaly

Today, every human resource (HR) professional is talking about the war for talent.

Talent is everywhere, but if everyone is seeking the same set of generic competencies, naturally there will be a shortage.

Everyone will come up with an idea of a competency framework, and every one else will jump on the bandwagon to create one.

Strangely enough, though it was meant to be the unique DNA of an organisation, it has derailed into a set of generic ones with little differentiation.

The major companies’ vision and mission statements are strikingly similar. These are useful practices, but they can potentially be abused.

However, if companies build their competencies around their true identity, uniqueness and positioning, real value is then created from the diversified competency pool, thus making the war for talent irrelevant.

The anthropological lens helps us see this reality in the same way that ‘water will always find its own level’.

It is no surprise then that Google employs anthropologists to understand and leverage the human landscape. This is a key factor in predicting consumer behaviour so as to align hard business matters with heart matters. Ultimately, it’s the ‘heart’ stuff that drives the ‘hard’ stuff.

Disruptive talent models

A new view of talent is required. For example, there is a vast talent pool of people in their golden years that we can leverage—people who probably won’t be switching jobs like the Gen-Ys.

Anthropology helps us line up our mindscape to the new landscape, be it in HR or business, with 21st century disruptions in business models such as Uber, Airbnb, Tesla, etc.

Daimler Motors (Mercedes) – realising these disruptions in terms of taste, trends and technologies – have dispatched teams to Silicon Valley to study these anthropologically-biased changes.

Similarly, working and workplace models will change in Uber style as depicted in Figure 1.

This chart represents the trends and changes in the way people will work in the future and how businesses will serve as integrators and platform providers for individuals and communities to create and add value in a symbiotic way.

This is in line with the shared economy where the Internet will cause changes in business models linking users and providers and the way talent is deployed to support business.

Staying relevant, the ‘anthro’ way

For corporations, navigating the ‘anthro’ way is the key to staying relevant and resilient. The corporate culture must facilitate unlearning and relearning for agility and adaptability.

If you know what’s good, don’t try to fix the culture. You would do well to blend in first and use your energy and time to win over your own divisional team members first.

If you put on your anthropological lens, you would soon size up this fast enough, and winning over the rest would be much easier.

Anthropology and the future of business

Companies want profit, economists want growth, politicians want votes – people want all kinds of things. But when these are pursued from the wrong angle, many anomalies will result because we are working against nature and reality.

This began way back with the anthropo-metric model of Frederick Taylor in the ‘Time and Motion’ study—which was motion without emotions. It looks at people as cogs in a corporate wheel which consciously or unconsciously, is the driving force for most organisations.

In a survey on productivity by IDC across seven countries, main triggers for productivity were: baby boomers wanting better tools to do their work, while Gen-X and the millennials desire better collaboration.

This can be seen as a hint that the future of leadership lies with those who can shape culture.

BRINGING IT TOGETHER

The topic of cultural anthropology is vital irrespective of whether you are in a left-brain or right-brain organisation—observing culture in an anthropological platform gives you results and impact.

Contrary to popular demands, anthropologists have always been at the bottom of the food chain and many organisational leaders of yesteryear have not acquired the art of leveraging them within organisations.

We need to re-think our current approaches to today’s business and organisational problems. To be truly sustainable, we must be in sync with human behaviour in the light of present anthropological realities and disruptions.

When we do this through the anthropological lens—it brings new light, value, and meaning that naturally drives sustainability—taking us from the competitive to the collaborative and co-creative plane.
MIND YOUR BODY LANGUAGE

ARE YOU ACING OR MESSING IT UP?

By DR CAROL KINSEY GOMAN
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DO YOUR WORDS AND ACTIONS LINE UP?

Today, the potential threats (our brains are always on the alert for potential threats) are to our ego, our self-esteem, and our identity. We are especially vulnerable in our desire to be included, to feel valued, and to belong. This is why collaborative leaders need to be aware of their body language. Think of it this way. In any interaction, you are communicating over two channels – verbal and non-verbal – resulting in two distinct conversations going on at the same time.

What my audience member underestimated was the power of alignment – that is, the spoken word needs to be aligned with body language that supports it.

When this alignment doesn’t occur, the other person has to choose between the words and the body language. Almost always, they will believe the non-verbal message.

WHAT ARE YOU PROJECTING?

There are two sets of body language cues that people instinctively look for in leaders. One set projects warmth and caring, and the other signals power and authority.

Both are necessary for leaders today but, for a chief collaborator, the ‘warmer side’ of non-verbal communication (which has been undervalued and under-utilised by leaders more concerned with projecting strength, status and authority), becomes central to creating the most collaborative workforce relationships.

When you use warm, ‘pro-social’ body language with all team members, you create an emotionally rich environment that supports collaboration and high performance.

What is ‘pro-social’ body language? Here are some examples of what I mean:

A genuine smile not only stimulates your own sense of well-being, it also tells those around you that you are approachable, cooperative, and trustworthy. A genuine smile comes on slowly, crinkles the eyes, lights up the face, and fades away slowly. By way of contrast, a counterfeit or ‘polite’ smile comes on quickly and never reaches the eyes.

And since collaboration depends on participants’ willingness to speak up and share ideas and insights, try using your head – literally. Research shows that you can increase participation by nodding your head with clusters of three nods at regular intervals. Head tilting is also a signal that you are interested, curious and involved. The head tilt is a universal gesture of giving the other person an ear. As such, head tilts can be very positive cues when you want to encourage people to expand on their comments.

And, as the man in my audience found out, one of the most powerful motivators to encourage participation is eye contact, because people feel that they have your attention and interest as long as you are looking at them.

As a leader, you set the tone for the meeting. If you want people to speak up, focus on whoever is talking to make sure that he or she feels you are listening.

When talking to someone who is not comfortable, for example, we like to get in close, whisper into the ear, and project our voice. These are all signals that you are interested.

As such, head posture to match that of the other person – mirroring his or her non-verbal behaviour. When you synchronize your body language with members of your team, you signal that you are connected and engaged.

You look more receptive when you uncross your legs and hold your arms comfortably away from your body (not folded across your chest or tight into your waist) with palms exposed or hands resting on the desk or conference table.

Positive attitudes towards others tend to be accompanied by leaning forward – especially when sitting down. When two people like each other, you’ll see them both lean in. Research also shows that individuals who lean forward tend to increase the verbal output of the person they’re speaking with.

Also, face people directly. Even a quarter turn away creates a barrier (the ‘cold shoulder’), signalling a lack of interest and causing the speaker to shut down.

STOP FIDDLING WITH YOUR PHONE

Physical obstructions are especially detrimental to the effective exchange of ideas. Take away anything that blocks your view or forms a barrier between you and the other person. Whether close to a wall or on a table, put your purse or briefcase to the side.

If you think it makes you look more efficient (or important) to be continually checking a laptop or cell phone for messages, I’d advise you to think again.

As one member of a management team recently told me, “There’s this senior exec in our department who has a reputation of being totally addicted to his smartphone, which is especially distracting during internal meetings. When he finally focuses on others, peers make jokes about his ‘coming back to earth’. The result is that when he does contribute, he has little credibility.”

The bottom line is: if you really want to foster collaboration, make sure you look and act like you do!
ARE YOU AFRAID OF CONFLICT? Fear of conflict can turn leaders, managers and employees into ‘psychological hostages’ who are paralysed and unable to challenge others. George Kohlrieser shares 6 skills leaders need for managing conflict at: bit.ly/GKmanaging-conflict

By JOSHUA MILLER
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1 IT COULD LEAD YOU TO ENGAGE WITH SOMEONE WHOSE ONLY GOAL IS TO START A CONFLICT

When someone baits you into a verbal duel that cannot be won, it’s probably because it affords them some type of gratification of acting out their argumentative predilections. If you get into the ring, it’s virtually guaranteed that a TKO will ensue – that is, stopping to their level is already a defeat. As Mark Twain had said: “Never argue with stupid people. They will drag you down to their level and then beat you with experience.”

2 IT WOULD ONLY INTENSIFY SOMEONE’S ANGER

When someone is far too fired up to listen rationally to anything you might say, it’s worse than useless to respond to them. Any response will probably be premature and serve only to make matters worse because it’s likely to be experienced as an interruption, as though you’re not really listening or taking the person seriously. In such cases — if there’s to be any hope of ultimately resolving the situation – it’s essential to devote all your attention to hearing someone out and giving them every chance to fully air their grievances. Only then might they be open to hearing your contrasting viewpoint, or interpretation.

3 IT WOULD ONLY FURTHER OFFEND SOMEONE

If an individual says or does something that you consider a fool than open one’s mouth and remove all doubt.

4 IT WOULD ONLY INTENSIFY YOUR OWN ANGER

Following your impulse to attack a person who just upset you is only likely to exacerbate things. Emotions are best kept at moderate levels. When they start to become really pronounced, your better judgment may be seriously compromized and you can react in ways you’ll later regret. It’s better to hold your tongue and do whatever you can to remove yourself from that situation. Remember, ‘never make permanent decisions based on temporary feelings’. Two monologues do not make a dialogue. – Jeff Daly

5 IT WOULD LIKELY IMPEDE YOUR WORK

Improving the relationship. If you truly care about the other individual, then there is no good reason to put them on the defense – especially a co-worker or loved one.

If you believe that this would fall under ‘feedback’, then I would have you ask yourself: “What am I looking to communicate?” The reality is that everyone is different and some people are kind, loyal and supportive, but also quick to take offense and highly reactive to criticism. Other people’s rigidity makes it virtually impossible for them to appreciate a differing viewpoint. If an individual says or does something that bothers you, it’s generally best to overlook it, and find a way to resolve your immediate frustrations with them rather than confronting them directly.

Are you afraid of conflict? Fear of conflict can turn leaders, managers and employees into ‘psychological hostages’ who are paralysed and unable to challenge others. George Kohlrieser shares 6 skills leaders need for managing conflict at: bit.ly/GKmanaging-conflict

By JOSHUA MILLER
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I like to listen. I have learned a great deal from listening carefully. Most people never listen. – Ernest Hemingway

GEORGEOFF KOHLRIESER

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A closed mouth catches no flies. – Miguel de Cervantes

One’s eyes are what one is, one’s mouth is what one becomes. – John Galsworthy

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I like to listen. I have learned a great deal from listening carefully. Most people never listen. – Ernest Hemingway

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A closed mouth catches no flies. – Miguel de Cervantes

One’s eyes are what one is, one’s mouth is what one becomes. – John Galsworthy

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It takes tremendous discipline to control the influence, the power you have over other people’s lives.” — Clint Eastwood

By MORAG BARRETT
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Online Exclusive

A large chunk of Rob Yeung’s work involves coaching leaders one-to-one as well as running workshops for small groups of leaders. He observed six effective ways most successful leaders have transformed themselves and the performance of their teams. To know what those six ways are, read:

bit.ly/RLLeadershipImpact

You’ve had the opportunity to work for managers (and with colleagues) who assumed I could read their minds, only to have them come down on me like a tonne of bricks when my sixth sense fizzled.

I’ve been guilty of this approach myself. I am not a mind-reader, and I doubt that you are either!

Articulating the rules of engagement sets you up for success, both on the good days when things are going well and – more importantly – during the turbulent times when many of us revert to inappropriate behaviours (micromanaging, command and control, or passive aggressiveness, to name a few).

In Cultivate: The Power of Winning Relationships I discuss four conversational strategies for developing allies at work. The most fundamental conversations are those that align expectations and articulate the rules of engagement. ‘How’ we will work together, not just ‘what’ needs to get done.

Rules of engagement could include the following steps:

- Ensuring that the two parties are in agreement regarding the objectives to be achieved.
- Agreeing on the levels of authority and decision-making responsibilities.
- Articulating roles and responsibilities.
- Understanding individual personality, communication, and decision-making styles, where these are in alignment and where they may be different, and the implications for how values and behaviours will be important to success.
- Meeting cadence – where and how often meetings will occur?
- Escalation process – when and who to ask for help and provide warnings of impending disaster.
- Feedback and coaching expectations.

Try these for your next project. By learning to set expectations, you gain clarity about who you can rely on for advice, and who can be a filter for tough decisions.

Your team will also know who can be called on when you don’t know how to solve a problem.

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Morag Barrett is the best-selling author of Cultivate: The Power of Winning Relationships and CEO of SkyeTeam, an international HR consulting and leadership development company. Morag’s experience ranges from senior executive coaching to developing leaders and teams across Europe, America and Asia. To learn how to set the rules of engagement with a client, email us at info@leaderonomics.com.
There is a common misconception that once you have a logo, you have a brand. People are often confused when I say that your logo is not your brand.

The best analogy that I can give is for you to liken your brand to a person. The logo, colours and fonts represent a person’s face, features and body type. This is the physical representation of the person or brand that the public can identify. But we all know that what you look like doesn’t determine what kind of person you are.

A Brand with Personality

This is where building a brand with personality can set you apart from your competitors and allow you the opportunity to connect with your customers on an emotional level. In a study by the School of Business Administration, it was determined that “the higher the self-expressive value of the brand personality and the higher the distinctiveness of brand personality, the higher consumers will evaluate the attractiveness of the brand personality which shows that there is a positive relationship between customer and brand.”

Subconsciously we understand personality traits. We know that Richard Brandon is a risk-taking, adrenaline junkie who lives each day as though it were his last, while Tony Robbins motivates, encourages and cheers his clients to be the best that they can be. We subconsciously understand these traits, so when they are applied to a brand, it naturally and organically attracts customers.

A Brand That’s Uniquely You

If your brand were a person, what kind of person would it have? The five key questions you need to ask in order to determine and build your brand personality are:

1. Who are you? Similar to a person, you need to have complete clarity on ‘who’ you are, what you like, and what you stand for. Take Oprah and Ellen for example. Both are talk show hosts, but they have very different personalities. Oprah is the sage - an expert, advisor and philosopher, while Ellen is the entertainer - fun, playful and light-hearted. Both are successful, yet they attract different audiences for different reasons.

2. What is your promise? Your brand promise is what you commit to delivering to your customer each and every day. Don’t try and be all things to all people, as you won’t be able to consistently achieve that. In my branding studio, our promise is to ‘create designs our clients can be proud of’. This is what we focus on and put all our effort into.

3. What is your why? Understanding why you get up each day to do what you do is very important in defining your brand personality; this will give your customers a genuine reason to connect with you. Simon Sinek explains it perfectly in his TedTalk: “If it’s simply to make money, then you’re on the wrong track.”

4. How do you do things? ‘How’ is directly related to ‘who’. If you know that you are a caregiver personality, then how you go about doing your work will be in a gentle, nurturing manner. However, if you are a bit of a rebel, you won’t have any issues shaking up the status quo and being an industry nuisance.

5. What kind of reputation do you want? Your reputation is based on your promise. Can you be trusted to keep your promise? Apple’s promise to ‘Think Different’ has built them the reputation of being the most innovative tech company in the world. We all have that one friend who always lets us down. Don’t let your brand be one of those personalities.