

LEADERSHIP TOOLS: Which Tools Are You Using?

Seven Principles of Leadership – “Fierce Conversations by Susan Scott”

- **Principle #1: Master the courage to interrogate reality**
- “No plan survives it’s collision with reality, and reality has a habit of shifting, at work and at home. People change and forget to tell each other . We are all changing all the time. Not only do we neglect to share this with others, we are skilled masking it even to ourselves.”
- **Principle #2: Come out from behind yourself into the conversation and make it real**
- “When the conversation is real, the change occurs before the conversation is over. You will accomplish your goals in large part by making every conversation you have as real as possible.”
- **Principle #3: Be here, prepared to be nowhere else**
- “Our work, our relationships, and our lives succeed or fail one conversation at a time. Speak and listen as if this is the most important conversation you will ever have with this person. Participate as if it matters. It does.”
- **Principle #4: Tackle your toughest challenge today.**
- “Burn-out doesn’t occur because we’re solving problems; it occurs because we’ve been trying to solve the same problem over and over. The problem named is the problem solved. Identify and then confront real obstacles in your path. Travel light, agenda free.”
- **Principle #5: Obey your instincts.**
- “Don’t just trust your instincts – obey them. Tune in. Pay attention. Share these thoughts with others.”
- **Principle #6: Take responsibility for your emotional wake.**
- “For a leader, there is no trivial comment. Something you don’t remember saying may have had a devastating impact on someone who looked to you for guidance and approval. Learning to deliver the message without the load allows you to speak with clarity, conviction and compassion.”
- **Principle #7: Let silence do the heavy lifting.**
- “When there is simply a whole lot of talking going on, conversations can be so empty of meaning they crackle. Memorable conversations include breathing space. Slow down the conversation, so that insight can occur in the space between words and you can discover what the conversation really wants and needs to be about.”

9 Ways To Establish Rapport With Anyone –By Paul Cline

Accessed 20 July 2010. <http://www.advancedtrainingseminars.com>

- 1) Listen** - Listening says, "I'm listening because what you have to say, is important." People's greatest desire is to be truly listened to. Practice "conversational generosity" - don't speak more than 30% of the time (10-20% is optimal).
- 2) Link Interests** - Notice similar interests. This may take some searching and questioning to discover their interests; people will be glad that you are so interested in them that you ask several questions about them.
- 3) Ask For Advice** - Asking for advice is perhaps the most sincere compliment you can pay to a person.
- 4) Compliments & Praise** - Noticing and commenting on the good people do is a great way to connect with others.
- 5) Demonstrate Liking & Appreciation** - With people I've just met, I say things like "It's been great getting to know you." "Thank you for making me feel welcome. I had a great time today - let's pick another time to get together soon." Sincere appreciation supports friendship and cements relationships.
- 6) Enthusiasm** - Communication is the transfer of energy/emotion. Enthusiastic people seem to brighten up a room with their positive energy, and we want to be a part of it.
- 7) Matching & Mirroring** – This means we match the approximate characteristics of the other person to create alignment with them. If they tend to talk more slowly, slow your rhythm down so it is closer to theirs. If they are reserved, you be more reserved. It is a very powerful tool because vocal tone/speed and body language account for 93% of communication. This will make people comfortable around you.
- 8) Smile & Warmth** - The first contact with another person is your face! Make sure that you present as warm, friendly and happy. A smile and a sincere desire for friendship will resonate in your voice and be demonstrated in your every action.
- 9) Attending Skills** - This means that you attend to the needs of the people you are with. It follows the lines of simple good manners, i.e., holding the door for someone, offering them a drink or a chair, buying them lunch, shaking their hand right away when you see them, etc. These simple acts say without words that the other person is like, respected and appreciated.

People Styles at Work By Bolton and Bolton – What’s Your Primary Social Style?

Based on research by Bolton and Bolton:

- How well you relate to others affects your ability to get things done.
- By understanding the social styles (yours and your team) you can establish rapport more easily and avoid miscommunication.
- Flexing your social style can make bad relationships good and good relationships better

Analytical	Driver	Amiable	Expressive
Logical	Efficient	Cooperative	Persuasive
Systematic	Decisive	Supportive	Enthusiastic
Thorough	Pragmatic	Diplomatic	Outgoing
Prudent	Independent	Patient	Spontaneous
Serious	Candid	Loyal	Fun-loving