

INFLUENCE UNDER STRESS

A DISCIPLINED LISTENING APPROACH

INQUASIVE



IF YOU'RE OK – THEY'RE OK

- Your team will likely mirror your behavior
- Remain mindful of your volume, tone and speed of delivery
- Word choice matters
- Your employees will justify their actions based on your actions

DON'T MAKE THE SITUATION ABOUT YOU

- People need leaders not heroes
- Avoid taking credit
- Avoid focusing on your sacrifices and actions
- Be careful discussing your emotions

DEMONSTRATE AUTHENTIC VULNERABILITY

- Demonstrate increased care in your team as people
- Focus on the mission
- Focus on who you serve
- Be open about how you feel, while being cautious about how this is interpreted

BE THE AMBIGUITY FILTER

- Ambiguity breeds uncertainty – uncertainty breeds stress
- People often focus on what they don't know
- Employees often fill in the details with the worst-case alternatives
- Share what you know and/or what you're doing
 - Facts
 - Processes
 - Previous experiences

FRAME CONVERSATIONS AROUND EMPLOYEE CONCERNS

- People react the strongest to what they hear first
- People interpret how we communicate as proof for how much we respect them
- Consistent communication is critical
- Start with people before transitioning to business
- Demonstrate your understanding of employee goals/fears and how your ideas/decisions impact them

DON'T CREATE UNECESSARY PROBLEMS

- Clearly establish your goals first
- Be conscious of the information you seek and share
- Communicate expert analysis whenever possible
- Stay focused on the issues and goals at hand
- Avoid getting unnecessarily side tracked

INCREASE YOUR SITUATIONAL AWARENESS

- Understand your goals and mission
- Create multiple action alternatives
- Consider how each alternative potentially impacts your short and long term goals
- Choose the best available option
- Reflect on the impact of your decisions

DON'T FORGET THE FUTURE

- Shine a light towards the end of the tunnel
- Share stories of others who have overcome similar challenges
- Discuss actions your taking and the future you anticipate

APPLY THE DISCIPLINED LISTENING LEADERSHIP TEST

- Are you calm?
- Are you consistent?
- Are you making people better?

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