

Exploring New Pathways

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As per last year, **we are once again offering 2 free coaching sessions** to help you get 2010 off to a fantastic start! **ONLY 10 SLOTS SO SIGN UP FAST!** (offer ends on February 15)

"The key to successful leadership today is influence, not authority." - *Kenneth Blanchard*

How do you influence others?

Start influencing now

Few companies spend time preparing their new leaders to be efficient and effective in their new roles, thus making transitions very challenging. intoaction is dedicating a series of newsletters to the topic of transitions.

The natural tendency in a situation of change is to focus only on your specific hierarchical lines ie. your bosses and your reports. However, it is important to also consider those who will become key people during the initiative, but who might not be part of your immediate line of business. And even more important, is to connect with and starting influencing them right away. The last thing you want is to be introducing yourself for the first time when you need their input for a tight deadline.

Whose support will you need to succeed in your initiative? What techniques will you put in place to influence them into supporting you? Who are the opinion leaders?

Michael Watkins suggests three ways to identify key individuals. Look at the most important areas your division interacts with (inside or outside of the organization). Ask your boss for a list of the individuals whom you must get to know. Notice or ask others who the opinion leaders are. (They have typically reached this informal status through authority, expertise, access to resources, or mere personality. Identify the influence circles they "control".)

Once you have identified these individuals, assess which category they fall into: supporters, resisters, or "persuadables".

Supporters will typically agree with your vision (out of self-interest or genuine belief in your cause), and be open to change initiatives. Make sure you continuously strengthen these relationships.

Resisters will be opposed to everything you do. Fundamentally, they might disagree with your initiative, or they might merely be afraid of losing their status, power, relationships, or of failure. Understand and address the reasons behind their resistance.

"Persuadables" will have a strong likelihood of changing. Identify what motivates them:

status, financial or job security, relationships, challenges, reputation... Try to understand them by asking questions, listening, and observing them in group interactions.

Michael Watkins offers six persuasion tools that are crucial to lead a successful change initiative: 1. Eliminate the status quo as an option. 2. Appeal to the interests of people (data, personal values...) 3. Create events people can commit to (timetables, milestones, meetings...) 4. Lead people into making small commitments not big commitments. 5. Work initially on getting people into action, instead of wrestling with their attitude. 6. Engage opinion leaders for help in influencing other.

My invitation is:

- Identify whose support you will require to be successful
- Start developing a relationship with these individuals after identifying if they are supporters, resisters, or "persuadables"
- Work closely with opinion leaders
- Do not wait, and start practicing your persuasion skills

Note: Concepts presented in this newsletter were inspired by Michael Watkins' book *The First 90 Days*.

You are receiving this email because we have had a connection over the years. If you wish to Unsubscribe, please see the link at the bottom of this email.

The concept behind this newsletter is an invitation for you to explore new ways of thinking, new perspectives, and new behaviors, so as to increase your personal effectiveness. The themes we have selected are commonly addressed topics in coaching. We have chosen them carefully and are eager to share them with you, in the hopes you will find them both thought-provoking and valuable.

Warmly,

Céline Brillet

GO TO [HTTP://INTOACTION-COACHING.BLOGSPOT.COM](http://INTOACTION-COACHING.BLOGSPOT.COM) TO SEE PAST ISSUES OF *EXPLORING NEW PATHWAYS*

Top 8 reasons to partner up with a coach

1. You want to make yourself a priority.
2. You feel stuck.
3. You want to build on your strengths.
4. You want to reach your goals more effortlessly.
5. You need a neutral sounding board to bounce ideas off.
6. You are facing a stretch challenge.
7. You have an important decision to make.
8. You are ready to move to the next level.

intoaction helps Executives achieve their desired results through individual and team coaching, as well as through workshops devoted to developing leadership skills, managing change successfully, and enhancing team effectiveness. <http://www.intoaction.eu/>



Céline Brillet, ACC

Founder of intoaction
Executive Coach

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