



## **Excellence**

Excellence is doing the best you can at whatever you're doing while simultaneously learning how to do it better the next time.

# **NASCC The Steel Conference**

**April 3, 2019**

## **Effectively Influence Others to Optimize Results**

**Action Guide**

**by Dan Coughlin**

## **This session's focus: Leadership**

**Leadership** means influencing how other people think so they make decisions that improve results in a sustainable way.

### **Action #1: Clarify your Purpose**

You have to believe leadership is purposeful and really matters before you will pour yourself into it to the degree necessary to make a significant difference.

Why do you strive to be an effective leader?

### **Identify the reasons why your work really matters.**

If you do a great job as a leader, what will be the benefits to the following people?

Your organization –

Your work group –

Your community –

Your family –

Yourself –

**Book Recommendation on Purpose:** *Man's Search for Meaning* by Victor Frankl

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## **Action #2: Identify a Leader in Your Life**

### **Exercise**

Think of a person who influenced your life in a positive way and a real-life situation that happened with the person where the message stuck with you for many years. Then dig for the lessons inside that message. Finally think about how you can apply those lessons in your work today.

Name of the person:

What is a story you remember?

What message has stuck with you?

What lessons did you learn from this message?

How can you apply those lessons in your work today?

## **Action #3: Answer the Four Critical Leadership Questions**

- 1. What outcome for your organization do you want to improve the most and why did you select that outcome?**

Prioritization is the first act of leadership.

The most common mistake among newly-promoted managers is they try to impact too many outcomes simultaneously and they dilute their impact on all of them.

- 2. Who do you need to influence in order to improve that outcome?**

Who are the key individuals and groups you will need to influence in order to improve the desired outcome?

- 3. How do you want these people to think before they make a decision so they make decisions that improve this desired outcome in a sustainable way?**

What few steps do you want them to consider thinking through before they make a decision, or what key items do you want them to keep in mind before they make a decision?

If you get them focused on too many things, you will dilute your impact as a leader?

Notice: Question #3 does not say, "What do I need to tell them to do?" Telling people what to do every step of the way is micromanaging.

- 4. What will you do to influence how they think?**

This is the art of leadership. What will you do and say to influence how they think?

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**Eight Ways to Influence How Other People Think**

1. ***The Example*** – this person’s behaviors model the desired behavior.
2. ***The Calm Observer*** – this person stays calm in the midst of chaotic conversations and then offers a perspective to the group.
3. ***The Teacher*** – this person breaks down the idea and explains it very clearly.
4. ***The Listener*** – this person listens while the other person shares an idea.
5. ***The Facilitator*** – this person asks questions and gets multiple people involved.
6. ***The Encourager*** – this person finds opportunities to encourage other people to do their best work.
7. ***The Challenger*** – this person gives a meaningful challenge to a group of people that causes them to stretch beyond what they are used to doing.
8. ***The Visionary*** – this person explains clearly what success will look like when it is achieved.

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**The Four Critical Leadership Questions**

1. What outcome for your organization do you want to improve the most and why did you select that outcome?
  
  
  
  
  
  
  
  
  
  
2. Who do you need to influence in order to improve that outcome?
  
  
  
  
  
  
  
  
  
  
3. How do you want these people to think before they make a decision so they make decisions that improve this desired outcome in a sustainable way?

Steps to Think Through

Key Ideas to Keep in Mind

4. What will you do to influence how they think?

**Recommended Books on Leadership**

*The Autobiography of Martin Luther King*, edited by Clayborne Carson  
*Gandhi: My Autobiography*, by Mohandas Gandhi

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**Action #4: *Communicate with empathy.*** (Communication 2.0)

Empathy means to work to understand what another person is thinking and feeling, and then responding in an effective way.

Empathy is not sympathy.

Empathy puts the other person ahead of you.

Empathy might be the most important word in business.  
It affects every aspect of your organization.

Empathy comes first. Problem-solving comes later.

**Empathy Exercise**

First person shares an important story from his/her personal or professional life.

Second person listens.

Then second person says,

I think you are thinking \_\_\_\_\_ about this situation.

And I think you are feeling \_\_\_\_\_ about this situation.

Do I have that right, or what are you actually thinking and feeling?

Then the first person explains what the second person got right and got wrong.

**Book Recommendations on Empathy**

Geoff Colvin's book:

*Humans are Underrated* (specifically Chapters 5 - 7)

Tom and David Kelley's book

*Creative Confidence* (specifically Chapter 1)

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**Action #5: Address the Three Great Leadership Challenges**

“Life is difficult. This is a great truth, one of the greatest truths. It is a great truth because once we truly see the truth, we transcend it. Once we truly know that life is difficult – once we truly understand and accept it – then life is no longer difficult. Because once it is accepted, the fact that life is difficult no longer matters.”

- Scott Peck, *The Road Less Traveled*

**Leadership is Difficult**

Leadership Challenge #1: You have to have wisdom to provide to others.

Leadership Challenge #2: You have to deliver your wisdom effectively.

Leadership Challenge #3: People have to trust you.

**Addressing Leadership Challenge #1: You have to have wisdom to provide to others.**

The basic ingredient of leadership is wisdom.

Every person has wisdom.

Wisdom consists of the perspectives you have developed  
on multiple topics over your lifetime.

**Exercise**

What is your perspective on what it takes to build a successful team?



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**Addressing Leadership Challenge #2:** You have to deliver your wisdom effectively.

**Exercise**

How can you deliver your perspective effectively on what it takes to build a successful team?

**Addressing Leadership Challenge #3:** People have to trust you.

**Exercise**

What can you do to increase the trust people have in you?

What can you do to rebuild the trust people have in you when it's been damaged?

## **Action #6: Clarify The Parameters of Appropriateness**

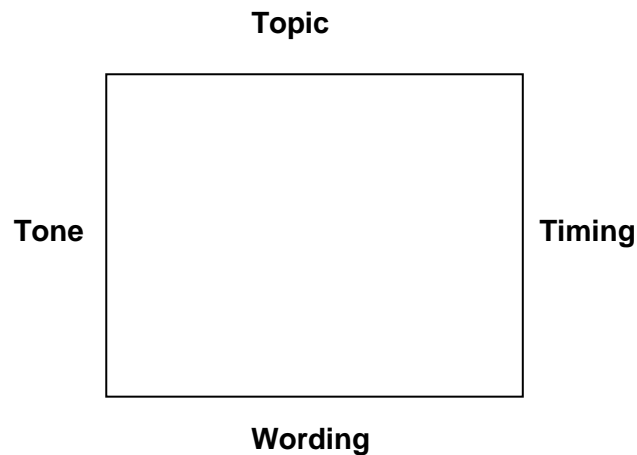
Leaders need to challenge how other people think.

Oftentimes, this requires making people feel uncomfortable in order to think differently.

However, there are Parameters of Appropriateness that leaders need to stay within.

Otherwise, they might be fired and/or lose out on opportunities to influence how other people think.

### **The Parameters of Appropriateness**



#### **Exercise**

What do you see as the parameters of appropriateness in your work, the parameters you will not cross over? (We won't share our answers.)

Topic:

Timing:

Wording:

Tone:



## **The Coughlin Company Promise**

Business leaders will be better equipped to consistently deliver excellence in their work.

### **About Dan Coughlin**

As an executive coach, seminar leader, keynote teacher, and strategic guide, Dan Coughlin focuses on strengthening excellence:

- Individual Excellence
- Leadership Excellence
- Management Excellence
- Team Excellence

Excellence is doing the best you can at whatever you're doing while simultaneously learning how to do it better the next time.

Dan Coughlin's clients include RE/MAX, McDonald's, Shell, Cisco, Cardinal Health, GE Capital, Toyota, Coca-Cola, Subway, Anheuser-Busch InBev, Marriott, Abbott, Prudential, St. Louis Cardinals, Boeing, and more than 200 other organizations.

Dan is the co-author of the new book, **The Any Person Mindset: Be Accountable to the Difference You Can Make.**

He has provided more than 4,000 Executive Coaching sessions for clients in six countries and invested more than 3,000 hours on-site observing and coaching executives and managers in over 40 industries.

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