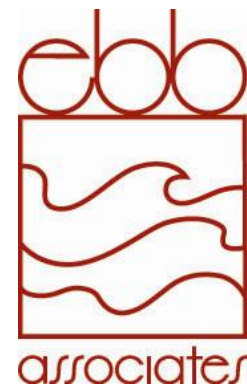


# ASTD 2010 International Conference & Exposition

## Building a Practice: Pondering the Past, Predicting the Future

May 17, 2010



# Principles for Exercising Influence

Kim Barnes

1. Have a clear goal, and make sure achieving that goal will meet your needs.
2. Keep your influence goal in mind; do not accept invitations to diverge unless you see an alternate path to goal achievement.
3. Remember that influence happens in the mind of the other person. Intention and impact are two different things. Focus most of your attention on the other person, not on what you are going to say next.
4. Maintain an overall balance between Expressive and Receptive behaviors. If you experience resistance or avoidance, switch to the "other side."
5. Don't assume that the first issue or problem is all there is—be sure to explore using Receptive skills before you respond with Expressive behaviors.
6. Allow time for your influence behavior to have an impact— give the other person time to think and respond. Avoid using "but" or "however" to link two messages. Give each message time to work.
7. If you put the other person on the defensive, be aware that it will be costly in time, effort, and goal achievement.
8. Treat resistance as an opportunity to learn rather than as an obstacle. Think of the resistance as a source of information, and use the information you gain to influence the other person successfully.
9. If what you are doing isn't working, stop doing it even if you think it is "the right way." Disengage before you get an absolute "no," and then rethink your approach.
10. If you want to influence a person, never do anything that requires him or her to admit being bad, wrong, or stupid.
11. Use your influence skills to promote your ideas rather than demolishing those of others. Remember that sarcasm does not work as a direct influence behavior.
12. Be persistent and flexible. Err on the side of lightness.

# Entrepreneurs: Do You Have What It Takes?

Elaine Biech

**Instructions:** Rate yourself on the following qualities. They represent the thinking of several authors about the requirements of a successful business owner. Rate yourself using this scale:

1 = strongly disagree      2 = disagree      3 = agree      4 = strongly agree

- |  |              |           |           |               |
|--|--------------|-----------|-----------|---------------|
| 1. I usually try to take charge when I'm with others.  | 1            | 2         | 3         | 4             |
| 2. I can do anything I set my mind to.   | 1            | 2         | 3         | 4             |
| 3. I have a high tolerance level.  | 1            | 2         | 3         | 4             |
| 4. I believe I can always influence results.   | 1            | 2         | 3         | 4             |
| 5. I am complimented on my ability to quickly analyze complex situations.                                    | 1            | 2         | 3         | 4             |
| 6. I prefer working with a difficult but highly competent person rather than a friendly, less competent one. | 1            | 2         | 3         | 4             |
| 7. I can fire employees who are not producing.   | 1            | 2         | 3         | 4             |
| 8. I am willing to leave a high-paying secure job to start my own business.                                  | 1            | 2         | 3         | 4             |
| 9. I push myself to complete tasks.  | 1            | 2         | 3         | 4             |
| 10. I can work long, hard hours when necessary.  | 1            | 2         | 3         | 4             |
| 11. I need to be the best at whatever I do.  | 1            | 2         | 3         | 4             |
| 12. I do not become frustrated easily.   | 1            | 2         | 3         | 4             |
| 13. I thrive on challenges.  | 1            | 2         | 3         | 4             |
| 14. I become bored easily with routine tasks.  | 1            | 2         | 3         | 4             |
| 15. I dislike being told what to do.   | 1            | 2         | 3         | 4             |
| 16. I have a higher energy level than most people.   | 1            | 2         | 3         | 4             |
| 17. I have held numerous leadership positions.   | 1            | 2         | 3         | 4             |
| 18. I have the skills and enjoy accomplishing a complex task by myself.                                      | 1            | 2         | 3         | 4             |
| 19. I can change my course of action if something is not working.  | 1            | 2         | 3         | 4             |
| 20. I am seen as a creative problem solver.  | 1            | 2         | 3         | 4             |
| 21. I can balance the big picture and details at the same time.  | 1            | 2         | 3         | 4             |
| 22. I can predict how my actions affect business in the future.  | 1            | 2         | 3         | 4             |
| 23. I need at least _____ hours of sleep to function effectively.  | 1 = 8 hrs    | 2 = 7 hrs | 3 = 6 hrs | 4 = 5 or less |
| 24. I have at least _____ years' of experience in this business area.  | 1 = 1 yr     | 2 = 2 yrs | 3 = 3 yrs | 4 = 5 yrs     |
| 25. Over the past three years I have missed a total of _____ days of work due to illness.                    | 1 = >15 days | 2 = 11-15 | 3 = 6-10  | 4 = 0-5       |

## Scoring: Total the numbers you circled

90 - 100	Go for it!
82 - 89	Good chance of success
74 - 81	Pretty risky
73 and below	Better continue to collect a paycheck

# **Your Leadership Point of View**

## **Margie Blanchard**

One of the key ways The Ken Blanchard Companies is helping leaders be more effective is to challenge and then coach them to develop their leadership point of view with the expectation that they will share it with their organizations and/or teams.

For those of you interested in doing this work yourself or leading a group through a helpful process, here are the basic directions.

### **Round 1**

*20 minutes:* Write several paragraphs that describe who or what has influenced you regarding your beliefs and values about your leadership role. Include thoughts about your leadership model; what you've learned from positive and negative experiences; what others can expect from you and what you expect from others. Add examples and stories to clarify your points.

*75 minutes:* Each team member reads what he or she wrote to his or her team. Team members provide feedback to the individual. As feedback is provided, listen carefully, take copious notes, and accept the feedback graciously. Each person is allowed a maximum of 15 minutes.

### **Round 2**

*15 minutes:* Use the feedback and rewrite your leadership statement.

*50 minutes:* Again read what you wrote and obtain feedback from your team. Each person is allowed 10 minutes.

### **Round 3**

*10 minutes:* Use the feedback and rewrite your leadership statement one last time.

*50 minutes:* Read your leadership statement and listen for comments that will help you polish your final leadership point of view.

Examples of this work are included in the final chapter of *Leading at a Higher Level* book by Ken Blanchard and the Founding Associates and Consulting Partners of the Ken Blanchard Companies.

## **Managing Careers Used To Be Simpler - And, We're Convinced - A Lot Less Exciting**

**Beverly Kaye**

People found jobs they liked and were good at (hopefully), would stick with them, and then figured out what they had to do to get ahead. Not so simple (or boring) anymore. As career conversationalist, Penelope Trunk puts it, "We're not just sitting in cubicles waiting for promotions to scale the corporate ladder. We're changing careers and starting businesses. We're traveling to third-world countries to change the world."

Today's careerists must get down on paper who they are, what they want out of life, and a changing list of work experiences that keep pace with their evolving workplace. In an era of less jobs but more work to do, a self powered career steers their best capabilities and passions toward their current roles and beyond.

### **THE WORKFORCE SUPPLY CHAIN.**

The brutal economic effects of the past twelve months have caused many organizations to downsize, restructure, and do a lot more with a lot less. Global organizations have discovered that you can do more with less people, but you can't do more with less talent. And the talent in-house has to be engaged and connected to mutual goals for organizations to survive. While the dust settles, the kept-on workforce is coping with a unique kind of stress. They find themselves simply surviving, but not thriving. The talent they possess has been underutilized, under developed and undiscovered. Leaders at all levels need to understand and support the new dynamics of career development. Individual contributors need to be more proactive than ever before. Here are five to do's today's workforce *can't not* do:



#### **STAY ON TOP OF CHANGES IN YOUR WORK WORLD**

In the '80's, we read about the 'sea of change.' By the '90's the metaphor was intensified to characterize the business landscape as a 'white water world.' Ten years later, even this image is tame. Today the context in which work happens is more like a high surf day with overlapping waves - either scary or exhilarating. The workplace may transform radically and seemingly overnight from a change of ownership or merger.



#### **ALIGN YOUR WORK WITH YOUR INTERESTS**

One of the dangerous side effects of getting swamped by deadlines, inundated by emails and engulfed in an ever-changing pile of priorities is losing sight of "Me." In this wired world of work you can lose track of what really works for you - the connection to yourself and what you need and want from your work. Research tells us that people entering the workforce today will experience careers made up of 10 or more jobs by age 40. Making informed decisions along the way will require a broader as well as more focused lens.



## BRAND YOUR PERFORMANCE REPUTATION

It used to be that the perception of "the boss" was the one thing that mattered most. Today it is the boss and beyond. Matrixed organizations, virtual workplaces, and dispersed teams have enlarged the career audience. The group of individuals whose opinions matter is far broader. On top of that, information today is immediate and everywhere. The perspectives and perceptions others have of us - spoken and unspoken, written and unwritten - impact our ability to transform our ideal conditions from a wish to reality.



## SEE YOUR ORGANIZATION AS A MARKET FOR YOUR OWN ENRICHMENT

If you didn't want to move from your current role, career development took on limited meaning. Subgroups - high potentials, management trainees, etc. - received career guidance and attention. Others were given urls, reading lists and possibly the annual conversation about short-term and long-term goals. Today's careerists have to be tapped - building the organization's and their own personal future.



## BUILD EVER-EVOLVING ACTIONS

Often "The Plan" has been held up as the ultimate career development deliverable. A static Plan results in opportunities missed and energy diminished from too much time thinking or writing or typing and not enough doing.

## KEPT ON AND KEEPING UP!

The evolving workforce is smarter than ever and doesn't recognize boundaries. They will grow, develop and chart their own course. The need to change the attitude of managers from "proprietary conservators" to "supportive career empowerers" requires training and tools to give them the knowledge to build and sustain a world-class workforce. It takes talent to build talent.

## SELF POWERED CAREERIST™ DRIVEN BY ME!



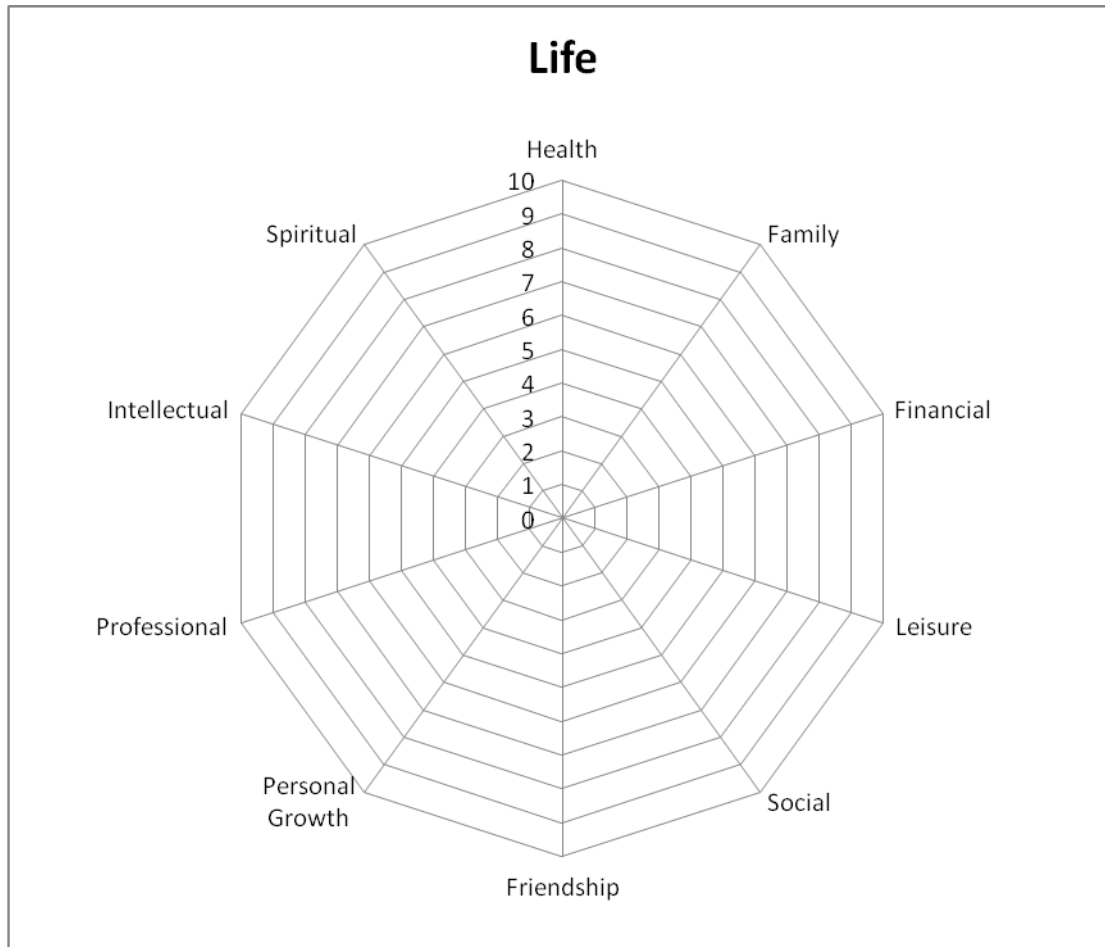
Frank Walsh is a self powered careerist™, although he wouldn't call himself that. Here's what he said about managing his own career and taking charge of his future.

My first job shortly after college seemed promising, but as time passed, I started to feel like I wanted more opportunity for career development than the organization was able to provide. I struggled to see how I could accomplish my goals without precise instruction. After considering my options, I left the organization and took a significant pay cut in promise of an opportunity offering greater accomplishment and professional development. Looking back, I am content with my decision but I also learned a valuable lesson about career development: Initially I was simply asking the question "what can my employer do to further my career development?" **I've now realized that my career development is predominantly driven by me. I now continuously ask myself, "what can I learn from the people I work with?"** and, "how can I work in ways that excite those around me to make investments that not only benefit my career, but also co-workers and the organization as a whole?"

# Life Integration Wheel

Ann Herrmann-Nedhi

**Instructions:** Rank each element on the grid from 1-10 (1 is low and 10 is strong) based on how well you are doing for each of those elements. Once ranked, plot each number and connect the dots to see how "balanced" your wheel is. In what way is a lack of balance impacting your health, happiness or productivity? What might you do to integrate these different elements in such a way that you achieve more balance? How might you create a stronger rank in those areas that are "low"?



© 2010 Herrmann International adapted from Mikki Williams  
Thanks to Mikki Williams for her inspiration on this!  
[www.mikkiwilliams.com](http://www.mikkiwilliams.com)

## Resources

- *90 World-Class Activities by 90 World-Class Trainers*, Elaine Biech, editor. Pfeiffer, 2007.
- *All for One: 10 Strategies for Building Trusted Client Partnerships* by Andrew Sobel. Wiley, 2009.
- *Double-Digit Growth: How Great Companies Achieve It - No Matter What*, by Michael Treacy. Penguin Books, 2003.
- *Exercising Influence: Making Things Happen at Work, at Home, and In Your Community*, B. Kim Barnes. Pfeiffer/Wiley, 2006.
- *Growing Pains: Transitioning from an Entrepreneurship to a Professionally Managed Firm*, by Eric G. Flamholtz and Yvonne Randle. John Wiley & Sons, 2000.
- *Leading at a Higher Level*, by Ken Blanchard. BMC, Blanchard Management Corporation, 2010.
- *Leading at the Speed of Growth*, by Katherine Catlin and Jana Matthews. Hungry Minds Inc., 2001.
- *Permission Marketing: Turning Strangers Into Friends, and Friends Into Customers*, by Set Godin. Simon & Schuster, 1999.
- *Small Giants: Companies That Choose to Be Great Instead of Big*, by Bo Burlingham. Penguin Books, 2005.
- *The Business of Consulting, 2<sup>nd</sup> ed.*, by Elaine Biech, Jossey-Bass, 2007.
- *The Consultant's Calling: Bringing Who You Are to What You Do*, by Geoffrey Bellman. Jossey-Bass 2001.
- *The Consultant's Quick Start Guide: An Action Plan for Your First Year in Business, Second Edition*, by Elaine Biech. Pfeiffer, 2009.
- *The E Myth Revisited: Why Most Small Businesses Don't Work and What to Do About It*, by Michael E. Gerber. Harper Business, 2001.
- *The Innovator's Guide to Growth: Putting Disruptive Innovation to Work*, by Scott Anthony, Mark W. Johnson, Joseph V. Sinfield and Elizabeth J. Altman. Harvard Business Publishing, 2008.
- *Tribes: We Need You to Lead Us* by Seth Godin. Portfolio Hardcover, 2008.
- *What Would Google Do* by Jeff Jarvis. Harper Business, 2009.



## Your Presenters

**Kim Barnes** is President and CEO of Barnes & Conti Associates, Inc., of Berkeley, California, an independent learning and organization development firm. She has had over 30 years of experience in the fields of management, leadership, and organization development. Kim has experience in a broad range of industries including: high technology, research and development, e-commerce, biotechnology, telecommunications, aerospace, finance, distribution, public utilities, health care, manufacturing, insurance, and government. Kim is a frequent speaker at national and international conferences. She has published a number of articles in professional journals in the U.S. and abroad. The second edition of her book, *Exercising Influence: A Guide for Making Things Happen at Work, at Home, and in Your Community*, was published by Pfeiffer/John Wiley in 2007.

**Elaine Biech** is president of ebb associates inc, a strategic implementation, leadership development, and experiential learning consulting firm. Elaine has been in the field for thirty years helping organizations work through large-scale change. She has presented at dozens of national and international conferences and has been featured in dozens of publications including *The Wall Street Journal*, *Harvard Management Update* and *Fortune Magazine*. She conducts strategic planning sessions and implements corporate-wide systems. She is the author and editor of over 50 books including the *ASTD Hand Book for Workplace Learning Professionals* and *Training for Dummies*. Elaine is the recipient of numerous ASTD awards and was the 1995 Wisconsin Women Entrepreneur's Mentor Award.

**Margie Blanchard** has earned a reputation worldwide as a compelling motivational speaker, an accomplished business consultant, and best-selling author. Margie speaks on leadership, creating balance, managing change, helping aging parents, and life planning. As cofounder of The Ken Blanchard Companies, she works diligently with her husband, Ken Blanchard, developing the company into one of the premier management consulting firms in the world. She heads the firm's unique Office of the Future—a think tank that anticipates client needs and directs the development of new products and services.

**Ann Herrmann-Nehdi** is CEO of Herrmann International, publisher of the Herrmann Brain Dominance Instrument (HBDI®) which is based on extensive research on thinking and the brain. Multiple applications of Whole Brain® Technology™ include creativity, strategic thinking, problem solving, management and leadership, teaching and learning, self-understanding, communication and team/staff development. Ann seeks to apply the principles of Whole Brain® Technology™ to her varied responsibilities: from day-to-day operations, to sales, to workshop design, and presentations.

**Dr. Beverly Kaye** "Up Is Not The Only Way. . ." she said. Beverly has taught generations of professionals that up is not the only way and in her groundbreaking book of the same name, she encouraged people in organizations to zig-zag their way to career success through continuous learning, conversation and enrichment. Beverly is an internationally recognized authority on career issues, employee engagement, and retention in the workplace. As Founder and CEO of Career Systems International (CSI) and a best-selling author on workplace performance, she has worked with a host of organizations to develop and deliver cutting-edge, award-winning talent management solutions. She is also the co-author of best-selling, *Love Em or Lose Em: Getting Good People to Stay*.

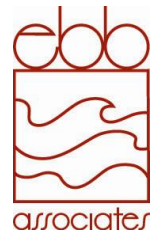
**Kim Barnes**

Barnes & Conti  
Associates, Inc.  
940 Dwight Way Suite 15  
Berkeley CA 94710  
510.644.0911  
barnesconti.com



**Elaine Biech**

ebb associates inc  
box 8249  
norfolk va 23503  
757.588.3939  
ebbweb.com



**Marjorie Blanchard**

Blanchard International  
125 State Place  
Escondido CA 92029  
760.489.5005  
kenblanchard.com



**Ann Herrmann-Nehdi**

Herrmann International  
794 Buffalo Creek Road  
Lake Lure NC 28746  
800.432.4234  
hbdi.com



**Beverly Kaye**

Career Systems  
International  
3545 Alana Drive  
Sherman Oaks CA 91403  
818.995.6454  
careersystemsintl.com

