INFLUENCE UNDER STRESS
A DISCIPLINED LISTENING APPROACH
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
  o Facts
  o Processes
  o 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?
INFLUENCE UNDER STRESS

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