

The Catch22 of KAM



unlocking your potential to influence without authority

Center for Creative Leadership



Mission

To advance the understanding, practice & development of leadership for the benefit of society worldwide.

Reach

160 countries from locations on 4 continents, nearly 21,000 leaders from 3,000 organizations yearly

Reputation

Consistently in the FT rankings of global top providers of executive education.



Questions for this afternoon

How can you influence without authority?

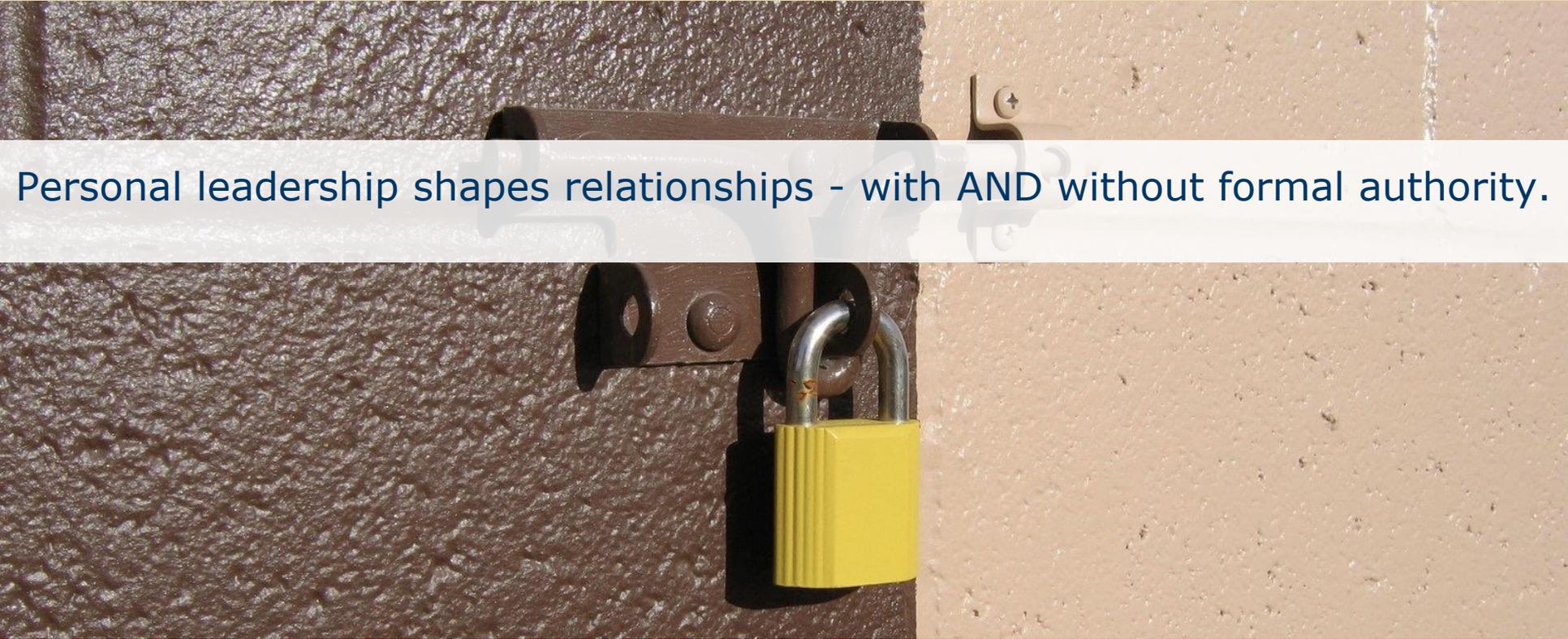
How can you avoid conflict...

....and deal with it if it does arise?

Practice



Key ideas



Personal leadership shapes relationships - with AND without formal authority.

Awareness of **yourself**, **others**, and **business context** creates productive behaviour, which in turn improves your ability to influence others and decrease conflict.

Awareness of the business context



Managing polarities & spanning boundaries

Polarities are interdependent

focus on one to the exclusion of the other is not sustainable

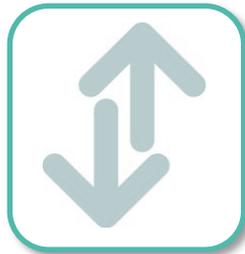
Centralized coordination
Recognize the individual
Reduce cost
Compete with others
Stability
Celebrate our differences
Care for my part of the
business
Show respect for each person
Get the job done fast
Take care of the organization

AND

Decentralized initiatives
Recognize the team
Improve quality
Collaborate with others
Change
Celebrate our commonalities
Care for the whole
Reward high performance
Build trusting relationships
Take care of the customer

The five organisational boundaries

spanning these is a key leadership skill



Vertical

across levels & authority



Horizontal

across functions & expertise



Geographic

across markets & distance



Stakeholder

across external groups & interests



Demographic

across diverse groups & differences

Awareness of yourself



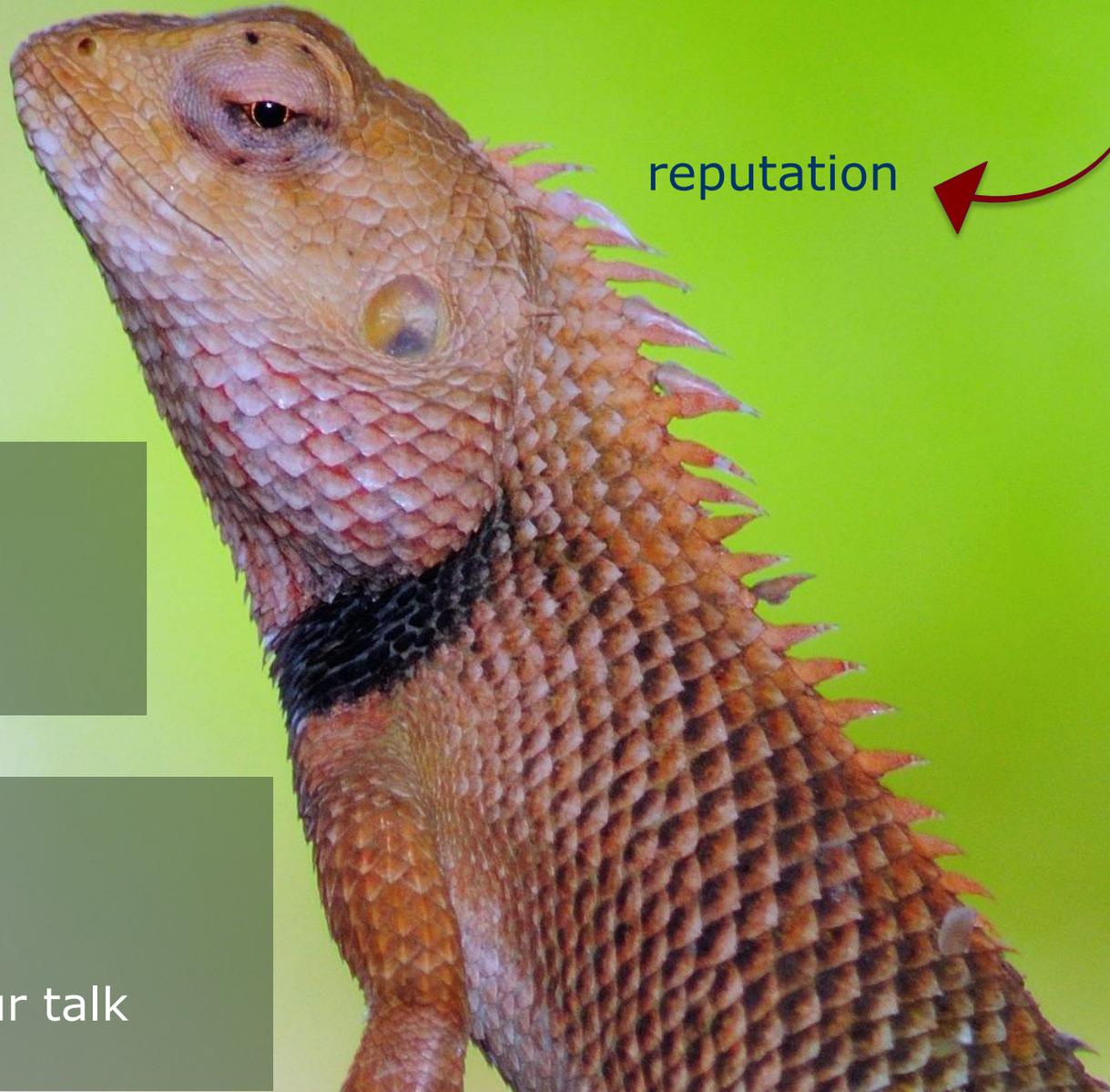
Trust and feedback

How do you come across to others?

reputation

Appearance
Body language

Behaviour
Actions
Walking your talk



Trust

"the foundational principle that holds all relationships" (S. Covey)



The benefits of trust

Trust means confidence.

When we trust people, we have confidence in them
– in their integrity and in their abilities.

When we distrust people, we are suspicious of them.

In a high-trust relationship, we can say the wrong thing and people will still understand us.

In a low-trust relationship, despite precise communication, people will still misinterpret our intentions and actions.

Trust can make or break a business.

The trust equation

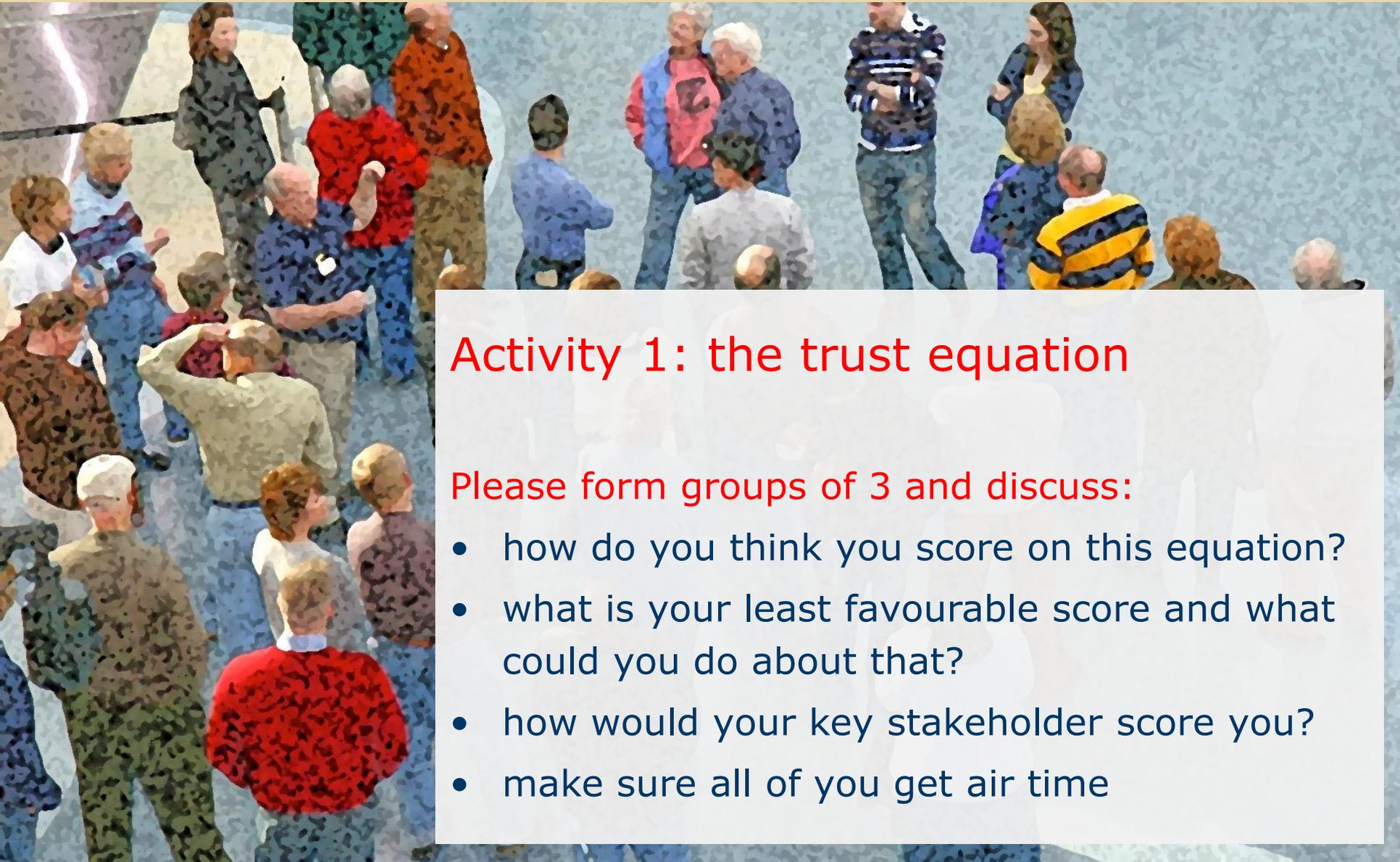
What you know What you promise & deliver How you relate to others

$$T = \frac{C_{redibility} + R_{eliability} + I_{ntimacy}}{S_{elf-Orientation}}$$

Whose agenda you serve

Maximum score: $\frac{10 + 10 + 10}{1} = 30$

Practice



Activity 1: the trust equation

Please form groups of 3 and discuss:

- how do you think you score on this equation?
- what is your least favourable score and what could you do about that?
- how would your key stakeholder score you?
- make sure all of you get air time

Feedback

the breakfast of champions

I sometimes feel that I (....) – what do you think?

What should I do more of, or less of?

When did/do you see me (....)?

Next time I (....) will you tell me?



Awareness of others



Personal needs & preferences

CONFLICT

What if it happens after all?



What does not help?

What does?

What we pay attention to and how we interpret our world

Confirmation bias

*We don't see things as **they** are;
we see things as **we** are.*

*Anaïs Nin,
French Novelist,
1903-1977*



Our default state under pressure

We resort to (and get locked into) our natural needs and preferences



Constructive responses to conflict

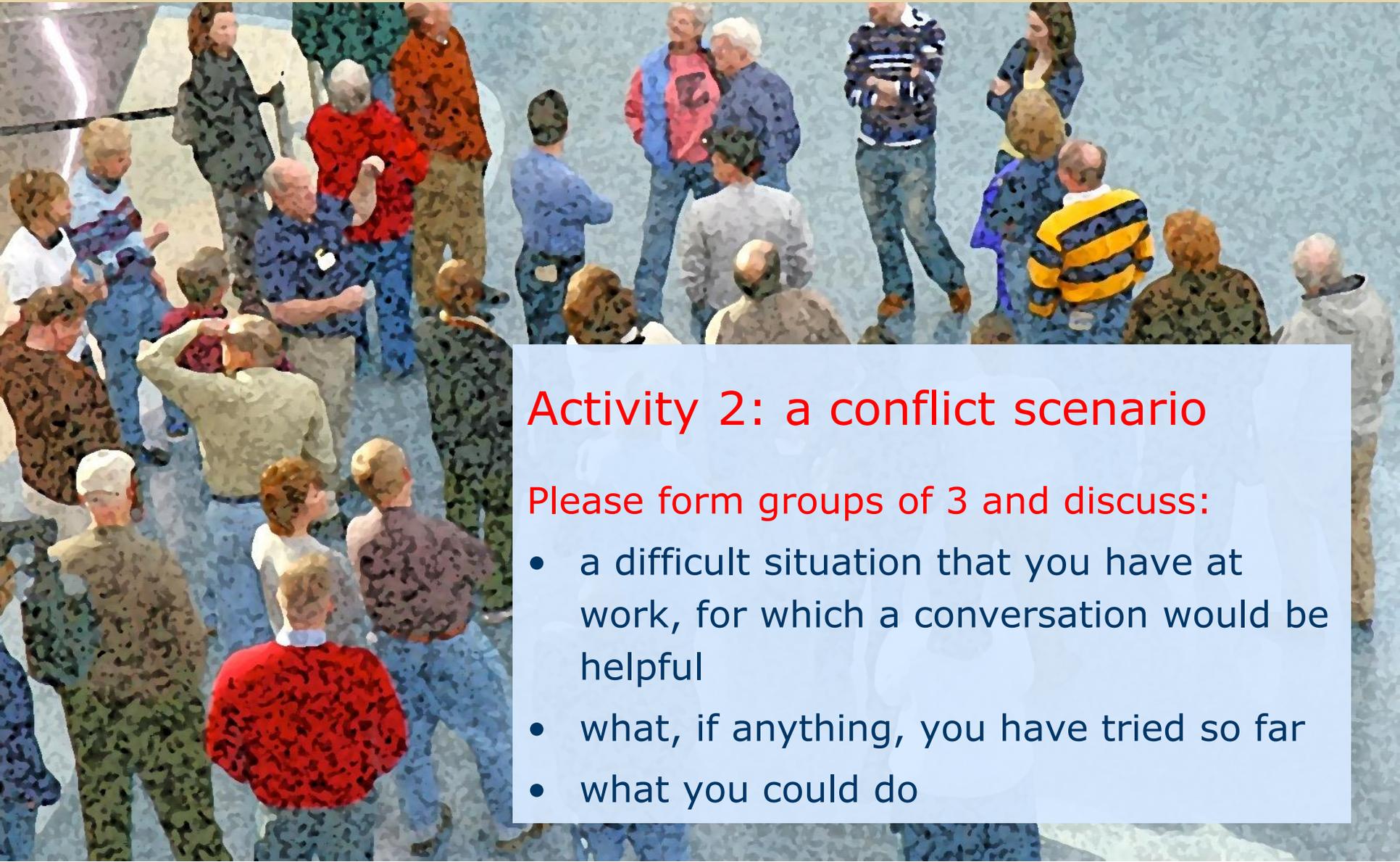
ACTIVE

1. Perspective Taking
2. Creating Solutions
3. Expressing Emotions
4. Reaching Out

PASSIVE

5. Reflective Thinking
6. Delay Responding
7. Adapting

Practice



Activity 2: a conflict scenario

Please form groups of 3 and discuss:

- a difficult situation that you have at work, for which a conversation would be helpful
- what, if anything, you have tried so far
- what you could do

Our reactions to the circumstances around us may be the only factor that we can control.



When you change the way you see the world,
the world you see changes.

'Now is the time to understand more, so that we may fear less.'

Marie Curie (1867 – 1934)

French/Polish scientist and two-time Nobel Prize winner

Thank you for listening

