Lead From Where You Are

Ellen Dunnigan

Leaders today must demonstrate a skill that extends beyond traditional command-and-control tactics; the skill of influencing without formal authority.

Influential Professionals

Demonstrate intentionality  
Exude professional presence  
Are poised, deliberate, respectful and responsive  
Listen well  
Are adaptable and flexible  
Ask thoughtful questions and have an insatiable appetite for learning the ecosystem
Three Dimensions of Professional Presence

**Style** — savvy; mannerisms; behavior and demeanor; how you say what you need or want to say; how you enter rooms, sit at the table; facial expressions

**Substance** — Depth of your knowledge, insatiable appetite for learning the ecosystem, ability to define risks

**Character** — Values on display

People make a judgement about how competent someone is within 100 milliseconds of meeting them.

- Deborah Gruenfeld, Stanford University

Intentionality >> Credibility >> Influence

How do people experience me?

Be Intentional: How do I intend for people to experience me?

It’s not just what you say; how you say it makes the difference!
Unite People Around an Objective

\[ P + A = MA \]

- Know Your Purpose
  - SMIP: Single Most Important Point
  - Crystal Clear
  - “Fence”, instead of tangents

Know Your Audience

- Who is in the ecosystem?
- What do I expect from them?
- How will they react?
- How do they work?
- What motivates and demotivates them

\[ P + A = MA \]

It’s not just what you say; how you say it makes the difference!

- Make eye contact
- Smile = Belief in what you’re saying
- Model facial expression based on what you INTEND for people to see
- Plan what to do with your hands
- Keep hands visible, fingers together
- Lessen head nodding and leg swinging
- No fidgeting
- “Drop down” in voicing when you INTEND for people to take you seriously
Intentionality is Based on Consistency and Congruency

How you look, act, and sound should be consistent and congruent with the words you are saying. If incongruent — body language tells the real story.

Leaders Position Selves to be of Influence

- You prepare and are intentional
- Exude presence, poise, confidence, EQ, mastery of the ecosystem
- Engage & unite people around an objective that matters
- Know that how you show up matters and contributes to the image of the organization, your industry, your boss/board and your peers