

How to Think Like a CEO and Act Like a Leader

Michael F. Andrew

This book is recommended:

If you want to develop your personal leadership skills and business knowledge to differentiate yourself among your peers.

If you want to be successful and build solid relationships that achieve results.

If you want an easy-to-understand explanation to the world of business, finance and leadership.



Whether you are part of a large organization or a small one, whether you have a senior role or an entry-level position, *How To Think Like A CEO and Act Like A Leader: Practical Insights for Performance & Results!* by author and business consultant Michael Andrew educates the novice, sharpens the pro, and shares easy-to-implement directives on how to succeed in business and life. Filled with

resonating insights that will guide you, this book simplifies the true nature of business to teach readers the CEO perspective on strategic thinking and finance, while providing practical leadership directives to be productive and results-oriented.

Consider this a mini-MBA and introduction into the world of strategic thinking, finance, leadership and business so that you will be able to act like a leader and think like a CEO.

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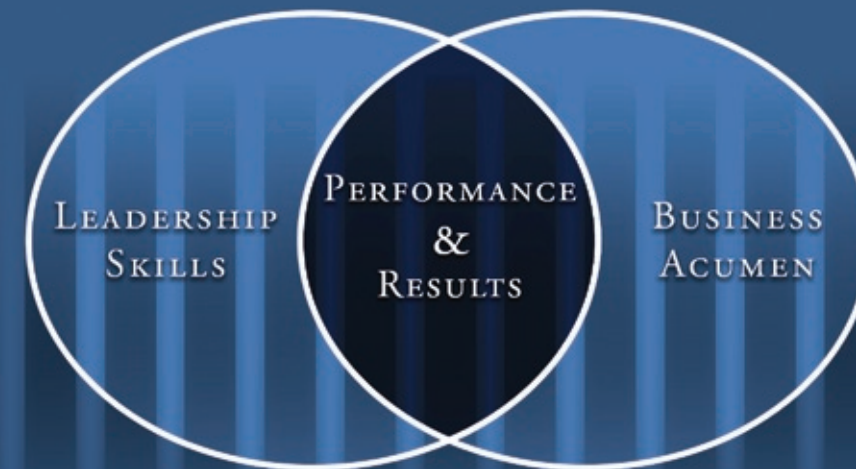
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Practical Insights for
Performance & Results!



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Chapter 5

Influencing Others

*We always persuade others more by the
depth of our convictions, our enthusiasm, than
by logic and proof.*

Unknown

The skill of influencing others has been part of the human element since the beginning of time. In a dictatorial environment, one may not need to develop influencing skills. In some ineffective organizational cultures, some bosses may intimidate or use their position of power to get things done.

Today's economy is incredibly more dynamic than years ago. The days of steep hierarchies are gone, replaced by flatter organizations (and a flatter world, according to Thomas Friedman, author of *The World Is Flat*). Networking and networked organizations are commonplace. Working remotely and working in a distributed mode is more common. HP and Sun Microsystems are examples of companies where it is commonplace for a team or an organization to be comprised of people located in different parts of the world. This brings a different demand and a different set of challenges for influencing others. Influencing others who do not directly report in to you, yet whose work

you depend on, has become one of the most challenging organizational skills.

We live in a world where people have choices and can use discretionary effort to respond with minimum effort or maximum attention. I have found that whenever I need to influence others around an important issue, I think of *Head—Heart—Hands* and use them together.

1. *Head*: Using logic, rationale, and reasoning (something for the influencee to think about and understand). We seem to be naturally wired to use logic and reasoning when trying to influence others. This is also what our education trains us to do. Using logic (common sense) and solid reasoning is a good thing, but in and by itself it may not be the panacea to influence on something important. So, using logic and reasoning along with:
2. *Heart*: Appealing to what's important to the influencee. This is about appealing to values, to what is important to the person or the group. It is the "WIIFM" (What's in it for me) principle. Appealing to another person's values or a team's values can take the form of what's personal and important to them and/or the organization. So, combining the use of logic and reasoning, along with what's important to others, and then using a third technique:
3. *Hands*: Collaborating for action. This is about talking it through with the person or group you are trying to influence, while combining and blending the first two techniques. By working it through with the other party, you are gaining consensus in the decision or the approach. The result is that you and the ones you are trying to influence are collaborating for the decision

or approach. A plan put together as a team has a better chance of execution since the team worked firsthand on the plan while gaining a more visceral understanding of the situation.

Examples

- A. Presidential Campaigns – Think about what presidential candidates are doing all the time: 1) they are providing the logic, reasoning, and rationale for their views and positions on critical issues; 2) they go beyond logic, reasoning, and rationale by augmenting in ways that appeal to what's important to the voters ("baseball, motherhood, and apple pie"); and finally, 3) they do so in collaborative fashion with open forums and discussions on the campaign trail to get voters' input.
- B. High-profile Insurance Company – I worked on a consulting assignment with a world-class insurance company. After over one hundred years with an impressive track record as a private mutual company, this company was now getting ready to become a public demutualized company. My role was to help create and implement a strategic leadership program to get the top 600 executives aligned and collaborative in the new public environment. To go one step further, the company, driven by the chairman and CEO, also conducted a series of open forums throughout the organization to discuss the new environment firsthand and unfiltered with the employee population. By collaborating with employees, and communicating with reasoning, logic, and rationale, and finally, articulating how this would benefit the employees and the company, the company gave itself a jump start, a sense of readiness and

momentum in this new work environment, all without missing a beat.

- C. A Consultant's Role – When I think of the series of proposals I put together for prospective clients to win a business opportunity, I recall proposals that were filled (in fact, they had to be) with 1) the reasoning and logic behind the solution and design I was proposing; 2) why this design was important and how it was tied in to the company's competitive pressures, strategic imperatives, business challenges, goals, strategies, and organizational capabilities needed to develop, and cultural implications to consider (appealing to their values); while 3) partnering with the client team in the design during the entire process.

Think of an important issue where you are depending on the commitment of others to execute a plan. How will you influence by:

- **Using logic, reasoning, rationale, facts, and data? Appealing to what's important and beneficial to them? Collaborating for action and commitment?**