STACEYHANKEinc

INCREASING SELF-AWARENESS

Growing Your Impact and Influence in the Workplace

Contents

"Leaders often have distracting communication habits they are unaware of: quirky behaviors, odd facial expressions, over-gesturing, out-of-sync body language, conversation littered with filler words, or writing in all capital letters." - Stacey Hanke

INFLUENCE MODEL

INFLUENCE

IMPACT

ADAPTABILITY

REPUTATION

CONSISTENCY

SELF-AWARENESS

FEEDBACK

PRACTICE

ACCOUNTABILITY

THE IMPORTANCE OF SELF-AWARENESS

Influence comes from how others experience you. Their perceptions of your trustworthiness, credibility, confidence, knowledge, authenticity and passion stem from how they see you in day-to-day interactions, not just high-stakes situations. If people consistently have a positive experience with you, they are likely to take your recommendations and act on what you have to say.

Conversely, consider what happens when people don't perceive you in a positive light. If prospective customers feel you lack confidence in your product or service, they likely won't buy from you. If listeners doubt your trustworthiness because you fail to make eye contact when speaking, they likely won't take your advice. If your team questions whether you authentically care about their work-related challenges, they probably won't follow you.

The popular saying "perception is reality" is true. Your ability to influence others to act comes from their perception of you, not your best intentions. Trust, credibility and authenticity have the power to move people to act.

You can never completely control what others think about you, but you have more control over it than you may believe. How others experience you in daily interactions is based on how you communicate. Not just your words, but the whole package – your presence, your words, your messaging and nonverbal cues. The perceptions people create of you aren't limited to just face-to-face interactions, but how you speak on the phone, text message, email and more.

SEEK THE TRUTH

The only way to know if people don't respect you is to ask. Find someone you trust to give you honest feedback. Ask them what they see and hear. Seeking truthful feedback helps you become self-aware. You may not realize the bad behaviors you've developed and how they cost you influence with others. Put your feelings aside and think objectively. Feedback isn't criticism, it's an opportunity. Reflect upon the feedback and consider your behavior the last few days, or within the last few interactions. You'll start to see what needs to change. Self-awareness is key to making it happen.

ELIMINATE EXCUSES

Your title doesn't permit you to get away with what others cannot. Many executives believe their title holds the power to influence others into action. What they fail to realize is the action others take is done so with animosity and frustration when trust is absent. If you want your team to behave one way, be the example. Don't try to excuse your actions or justify them in any way. Your title doesn't give you a free pass from any behavior different than what you expect from others.

PUT PLANS IN PLACE

Creating new habits takes practice. If you are told your use of a smartphone in meetings or conversations makes you look disengaged, leave it behind. If everyone sees how late you are to every meeting, rearrange your calendar to give yourself more room to transition between obligations. Planning and committing to change will help you form better behaviors.

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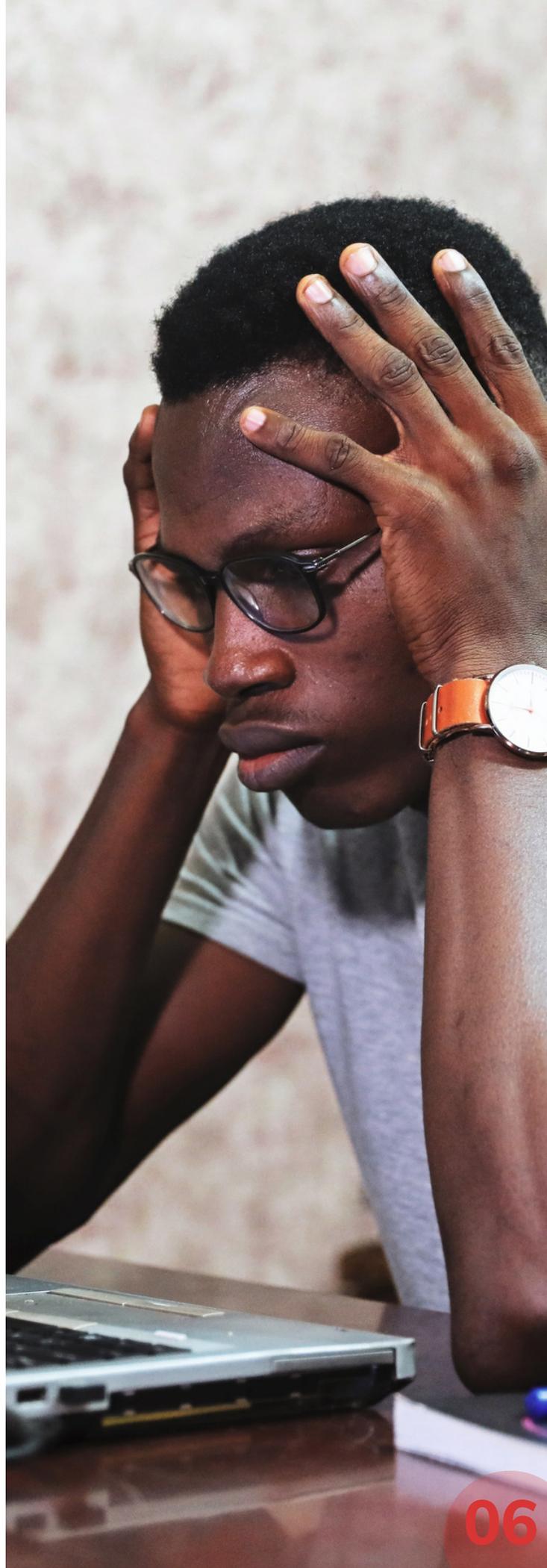
Eye connection creates trust.

Error-free communication creates credibility.

Body language communicates passion, confidence and connection.

Word choice and tone demonstrate care.

Most business dealings are more complicated than just a conversation. Negotiating a contract, closing a sale, supporting customers and managing employees requires an array of finely tuned communication skills that determine your level of influence. Unfortunately, most business professionals underestimate the power of their daily dealings by failing to do the work required to improve.

Consider a time you watched someone deliver a painful presentation. Perhaps the speaker fidgeted or stumbled on their words. Maybe they used too many hand gestures or were as stiff as a board. Perhaps they began each thought with "um," "uh" or "so." Chances are the presenter was not aware of their poor communication skills. All the while, you sat there, cringing as their credibility walked a tightrope. As observers, it's easy to pick apart the communication flaws of others, but rarely do we acknowledge our weaknesses.

It's natural for us to believe we are better than how others perceive us to be.

Self-awareness is essential to increasing influence both personally and professionally. How we perceive ourselves doesn't always match the way others perceive us to be. We don't know what we don't know, and rarely will others tell us. If we don't ask for honest, detailed feedback from someone we trust, we remain in the dark. To know what our listeners see and hear, we need to become self-aware. Only then can we begin to make improvements.

Our thorough research with the University of Northern Colorado indicates how important self-awareness is to increasing overall influence, but it also reveals how difficult it is to achieve.

Understand how you're impacting people and how you're contributing to their effectiveness. The higher you go and the less you do, the more it's about influence.

In my book, *Influence Redefined*, I demonstrate that self-awareness is the first step to greater influence. Literature supports the notion and importance of self-awareness in organizations and among leadership.

Upon conducting the literature review, we discovered Sutton, Williams, and Allinson found that self-awareness as positively associated with job-related well-being and improved by training.

Just as my books maintains, Sutton, Williams and Allinson hold that self-awareness training and consistent evaluation of oneself is likely to result in active work-based improvements.
(Sutton, Williams and Allinson 2015)

Additional research in 2015 by Wlliam Hernandez, Amy Luthanen, Dee Ramsel, and Katerine Osatuke examined the relationship of self-awareness on supervisors. and revealed that organizations should consider the role of managerial and leadership self-awareness in relation to overall influence creating desirable work climates, and generating positive and improved employee performance. Their research concluded that higher self-awareness correlates with greater personal effectiveness.
(Hernandez, Luthanen, Ramsel, and Osatuke 2015)

SELF-AWARENESS: QUANTITATIVE ANALYSIS

Purpose: Assess participants' growth regarding self-awareness in the workplace after completing the workshop.

Outcome: Participants understand the importance of acquiring self-awareness skills and a majority have used the self-awareness skills in their workplace.

The statements in the post-workshop research indicate the majority of participants strongly agree with all of the workshop self-awareness components.

RESPONDENT GROWTH POST-WORKSHOP

Research reveals that the skills learned in the workshop about self-awareness were tangible skills respondents used outside of the workshop.

SPECIFIC QUESTION RESULTS

"Post-workshop, I am more aware of how I influence colleagues and employees" received a mean score of 4.09, highlighting that respondents have more awareness of their influence in the workplace after taking Hanke's workshop.

"I believe that greater self-awareness leads to me having more impactful influence in the workplace" received a mean score of 4.39 - the highest score of all questions within this topic - indicating respondents believe that self-awareness is an important characteristic to have in order to have more impactful influence in the workplace.

OVERARCHING TAKEAWAY

The incredibly high mean score for all questions in the self-awareness category indicates participants understand the theoretical importance behind practicing self-awareness, and that Hanke's workshop has helped develop their self-awareness in the workplace. It demonstrates that Hanke's workshop has provided respondents with the capabilities and tools needed for successful leadership and influence.

FINAL FINDINGS

Respondents showed an overwhelming interest in putting their knowledge into further actionable steps indicating future workshops should maintain current techniques on mastering the skillset, following up with more training reinforcement beyond the one training session.

SELF-AWARENESS: QUALITATIVE FEEDBACK

Responses for "What barriers do you still face with self-awareness in the workplace?"

1 Awareness helps with catching & sowing behaviors you want to change, but to immediately influence in a different way takes practice and is not natural.

2 Feedback from the people I lead. It's easy to "cruise" if I think things are going well.

3 It is easy to get too focused on the task at hand (esp. when it is a highly technical team task) and lose sight of how you are communicating and handling yourself.

4 Getting honest feedback from peers or subordinates.

5 Getting honest feedback on perceptions.

6 I am very self-aware and am always asking for feedback. But, as a culture, I find others don't always know how to give it.

7 I have a good sense of self and my impact on others -- knowing my areas of improvement help me stay humble and work hard to improve.

SELF-AWARENESS

	Mean	Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree
I believe that greater self-awareness leads to me having more impactful influence in the workplace. *N=160	4.39	0%	1%	6%	45%	48%
Post-workshop, I am more aware of how I influence colleagues and employees. *N=160	4.09	1%	3%	13%	53%	30%
Post-workshop, I have been using the skills shared with me about self-awareness. *N=160	4.06	1%	2%	14%	58%	25%
I believe that how others perceive me is aligned with how I try to portray my personal brand. *N=160	3.74	1%	7%	21%	58%	13%
I believe others perceive me the way I want to be viewed in a workplace. *N=160	3.56	2%	10%	28%	51%	9%

FINAL WORDS

We are living in a new world of work called noise. We receive messages 24/7 via email, text, social media, in-person meetings and virtual calls with our webcams on. We are dressed in business attire from the waist up, feeling fatigue, by Wednesday.

This world of noise makes it even more difficult to be consistent in how we show up and how we stay present. We need to focus and work even harder during our virtual interactions -- to stand above the noise to be heard, understood and to influence action.

Every conversation – whether a meeting around a conference table, a presentation in front of hundreds of people or a Zoom call – is an opportunity to extend your personal brand.

If you use the same skills in every conversation, you will show up as your best, authentic self in every interaction, Monday to Monday®

STACEYHANKE INC
communicate with influence