

INFLUENCE ADAPTABILITY

Focus Outward, Not Inward





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**"Like most busy leaders, you begin a message thinking about what you are going to communicate and how you will communicate it. Instead, identify your listeners' "Why?"
- Stacey Hanke**

INFLUENCE MODEL



ADAPTABILITY

Adapt Your Message on the Fly

Influence is getting people to take the action you want them to take, because they want to take it. In order for action to take place, you typically need to change your listeners' or readers' opinion, knowledge, attitude or behavior. They will change when they have a compelling reason, or what I call their "why."

How often do you consider your listeners' "why?" If you are like most leaders, you begin a message by thinking about what you want to communicate and how you will communicate it. Before you open your mouth, computer, email or phone, you need to distinguish the "why."

Why is your topic important to this particular audience?

Why is this conversation or interaction happening now?

Why should they take the action you want them to take and how will they benefit from it?

Your audiences' "why" should be at the core of every message you communicate. It may seem like common sense; many leaders assume they can communicate the same message to a variety of audiences and achieve the same results. This is often not the case.

One message does NOT fit all.

K.N.O.W. YOUR AUDIENCE

KNOWLEDGE

What does your audience know about your topic, and what language will resonate with them?

NEED

What does your audience need to know in the amount of time you have with them in order to take the action you want to take?

OPINION

What is your audience's opinion about your topic? How will they likely respond to your information?

WHO

Who specifically is your audience?

K.N.O.W. is used to personalize any message through any medium: sales calls, meetings, conference calls, webinars, face-to-face conversations with a coworker or boss, voicemail messages, emails, texts and even social media.



BE PRESENT

Being present means being completely focused on your audience and fully in tune with what is happening between you in the moment.

- Do you need to adjust your energy level based on the mood of the room?
- Are you talking nonstop, or are you pausing to give your audience a chance to absorb your message?
- Are you typing an email to one client while on the phone with another?

OBSERVE

Pay close attention to the verbal and nonverbal signals your audience is sending that indicate you need to adapt your message or delivery. Read your audience's body language:

- Are they interacting with you, or have they tuned out and are checking their technical devices?
- Do they need more information, or are their blank stares indicating you've given them too much?
- Do they understand what you are saying, or are they nodding their heads in hopes you'll wrap up soon?

When you adapt your message to each audience using their words, emotions and level of understanding, you position your ideas in a way your audience will respond to and connect with.

INTERACT TO UNDERSTAND

Check in with your audience and seek feedback by asking open-ended questions that will guide you in personalizing your message and knowing what adjustments are needed. Consider questions like:

- "What are your thoughts on...?"
- "What has been your experience with...?"
- "What was your takeaway from our conversation?"

LISTEN

Remember what your audience says is often different than what is going on. Consider hidden agendas.

ADAPTABILITY: LITERATURE RESEARCH

Stacey Hanke maintains that adapting your message and delivery to the specifics of the situation allows you to consistently communicate with confidence, credibility and influence, even during impromptu interactions. Hanke discusses the importance of adaptability of leadership, organization and message. Literature supports the importance of adaptability.

Wendy Campbell and Anne Radford maintained in their research that adaptability in leadership is a key component to effective leadership. (Campbell and Radford, 2014)

Additionally, Melody Seah and Ming Huei Hsieh explored the impact of leadership on organization change and accountability throughout their research. They found that leaders can pave the way for long-term growth and success of their organizations by adapting in response to the dynamic interaction. (Seah and Hsieh 2015)

**It feels like a way to
up my game and be
ready to communicate
or step into a variety
of different situations.**



ADAPTABILITY

QUANTITATIVE ANALYSIS

Purpose: Assess participant's growth regarding adaptability in the workplace after completing the workshop.

Outcome: Both qualitative and quantitative responses suggest participants gained useful skills regarding adaptability. Additional, open-ended responses suggest that having the ability to be adaptable as workplaces transition to remote employee situations.

More than half of respondents have become more adaptable post-workshop because of the skills shared. Specifically, they have been able to adapt their dialogue and focus on being better listeners post-workshop and have gained new skills that have helped respondents adapt in the moment. Many have gained adaptability skills as a leader, which has helped respondents provide their team with similar skillsets.

	Mean	Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree
Post-workshop, I have gained new skills that help me adapt in the moment. *N=137	3.87	0%	1%	25%	60%	14%
I now have the skills to influence action for all conversations, including challenging ones. *N=137	3.66	1%	7%	28%	54%	10%
I am more adaptable because of the skills I learned in the workshop. *N=137	3.75	0%	2%	35%	53%	12%

ADAPTABILITY: QUALITATIVE FEEDBACK

Responses for "What barriers do you still face with being adaptable in the workplace?"

1 Remembering that my instincts aren't always the only way (or right way).

2 Taking the time to clarify objectives and consider the audience. Finding out what they need to know, their attitudes and overall importance is easy...if you take the time to plan ahead.

3 Same as previously stated, along with needing this workshop to not be an "event" but an ongoing learning and re-learning opportunity to facilitate true, long-term change.

4 My own barriers that I forget at times. I need to make time to focus, make it a priority.

5 I'm more able to control my internal dialogue, but that is also still a continuing journey.

6 I am better able to address the individual needs of my audience through structuring my content as learned in the workshop. I am much more in control of my presentation and leave each meeting confident that my messaging was received as I wanted it to be.

7 Being more in the moment and listening better so I know when to adjust.

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®**



STACEY HANKE INC
communicate with influence