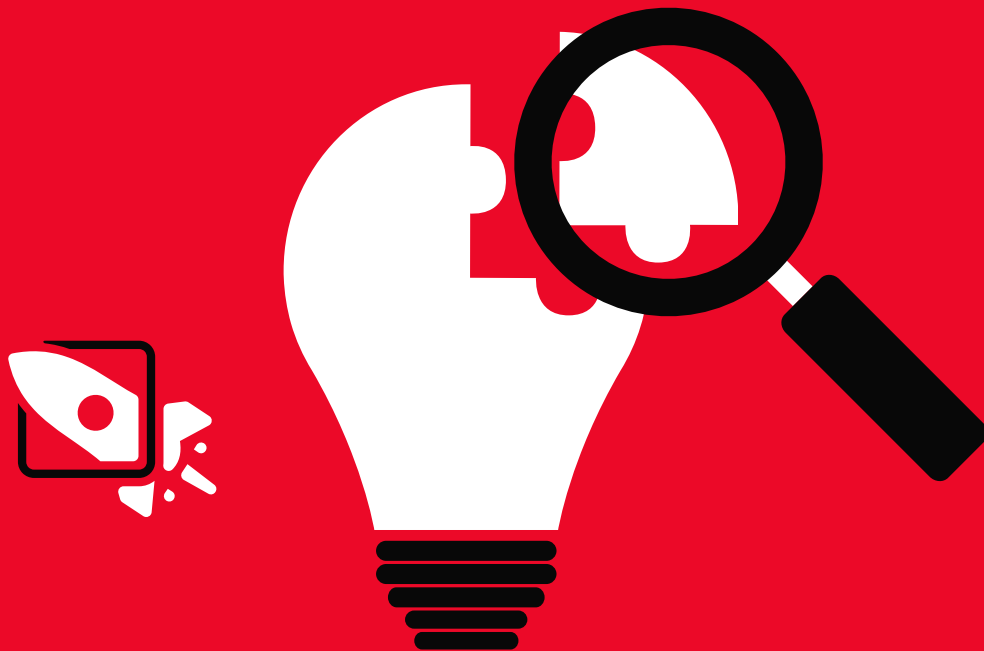


— STACEY HANKE —

INFLUENCE REDEFINED

Research-backed study on influence
in the modern-day workplace



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INFLUENCE & IMPACT

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EXECUTIVE SUMMARY

The following report provides a summary of the findings from the Influence Redefined workshop evaluation. This includes a review of current literature regarding influence among leaders in organizations, quantitative analysis of evaluation results, and qualitative analysis of 17 interviews from participants of the Influence Redefined workshop participants.

The literature review provides empirical support for the concepts determined by Stacey Hanke. The interviews assess the effectiveness of the workshops.

The quantitative analysis provides respondents, perception of the lasting skills they have gained from the workshop and its ultimate high return on investment.

The survey and interview guide assess eight objectives: accountability, self-awareness, consistency, reputation, adaptability, communication, virtual communication, and visual aids.

Throughout the objectives, overarching themes were identified within the data. These themes are relevant for most, if not all, of the outlined objectives:

- Participants understand why acquiring proficiency in all skills taught in the workshop is important. They generally understand and appreciate the theory behind learning these techniques.
- Participants find value in the skills they learned in the workshop.
- Post-workshop, participants are generally able to employ the skills they learned to their advantage in a business setting.
- The skills learned in the workshop generally provided the participants with the ability to build more influential client relationships.

INFLUENCE MODEL



SELF-AWARENESS: LITERATURE RESEARCH

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 her book, Stacey Hanke states 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 was positively associated with job-related well-being and improved with training.

Just as Stacey Hanke 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 William Hernandez, Amy Luthanen, Dee Ramsel and Katerine Osatuke examined the relationship of self-awareness on supervisors. It revealed that organizations should consider the role of managerial and leadership self-awareness in relation to overall influence. This creates desirable work climates and generates positive and improved employee performance. Their research concluded that higher self-awareness correlates with greater personal effectiveness. (Hernandez, Luthanen, Ramsel and Osatuke 2015)

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

OVERARCHING TAKE-AWAY

Workshop participants understand the importance behind practicing self-awareness, and the 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.

	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 have been using the skills shared with me about self-awareness. *N=160	4.06	1%	2%	14%	58%	25%



"Consistency is the difference between success and failure. Those whose message matches their body language and delivery will be more likely to influence others versus those whose nonverbal cues undermine their message."

- Stacey Hanke



CONSISTENCY: LITERATURE RESEARCH

In her book, Stacey Hanke asserts there are two different elements that coincide with influence, these being what you communicate and how you communicate.

Consistent leadership is associated with group effectiveness and leader influence. Astrid M. Richardsen and William E. Piper studied the effects of leader consistency in relation to group learning and performance. Their results indicated that leadership consistency promotes greater learning and group performance just as Hanke asserts in her book - consistency of leadership and communication promotes greater influence and group effectiveness. (Richardsen, Piper 1986)

Joseph Eric Massey analyzed literature on organizational legitimacy and found that organizations that produce consistent responses and strategies are perceived as being more legitimate, effective and influential than organizations without consistent responses. (Massey 2001)

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

QUALITATIVE ANALYSIS

HOW THE LENGTH OF TIME REMOVED FROM INFLUENCE REDEFINED WORKSHOP AFFECTS THE IMPORTANCE OF CONSISTENCY FOR THE PARTICIPANT

Respondents who most recently participated in a workshop were more likely to agree with statements regarding virtual conversations, accountability, consistency, reputation, and communication efficiency. Respondents who had tend to have the lowest level of agreement generally took a workshop 10-12 months ago.

75% of participants surveyed who attended the Influence Redefined workshop 1 -3 months ago agreed that the skills and techniques taught positively impacts their consistency.

41% of participants surveyed who attended the Influence Redefined workshop 1 -3 months ago agreed that the skills and techniques taught positively impacts their consistency.

These are individuals who held themselves accountable by practicing the skills and techniques taught to be consistent in their communication. Hanke's workshop was able to provide necessary tools for individuals to communicate consistently.

	Mean	Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree
With the skills shared with me, I am more consistent with how I present my body language day-to-day and across workplace situations. *N=154	3.97	1%	1%	18%	60%	20%
Post-workshop, I have been consistent with personal branding. *N=156	3.82	0%	6%	21%	57%	16%

QUANTITATIVE ANALYSIS

Purpose: Assess participants' growth regarding consistency in the workplace after completing the workshop.

Outcome: Participants understand and agree there is a need for consistency for achieving a successful leadership role. Qualitative and quantitative responses suggest participants feel confident in their consistency as leader, post workshop.

It has to be practiced consistently in order to be effective.

There is no shortcut to making a change in your behavior to developing new techniques.

HIGHEST MEAN SCORES

"I believe it is necessary to be consistent with messaging day-to-day across workplace settings and personnel" generated the highest mean score from all participating respondents.

"When my message is consistent, my team is able to adapt better to changes in the workplace" is a question which indicates that respondents are aware of the importance of consistent messaging, and when they use consistent messaging in their workplace, they are aware their team is more adaptable.

OVERARCHING TAKEAWAYS

Participant quotes reveal the importance of being consistent in their personal branding. The majority of respondents understand the importance of consistency and have learned the skills necessary in Hanke's workshop.

Overall, qualitative and quantitative responses suggest that participants feel confident in their consistency as leaders, post-workshop.

REPUTATION: LITERATURE RESEARCH

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.

Stacey Hanke asserts that a leader's reputation sets the stage for their followers' and employees' interactions. Their outcome determines the leader's level of influence, and drives the results one gets from others. Literature supports Hanke's assertions of the importance of leadership and organizational reputation.

In 2012, Rita Men examined how corporate leadership influences the effectiveness of organizational credibility and found that organizational reputation perceived by employees has a profound and positive effect on employee engagement. (Men 2012)

William L. Gardner also studied the effects of leadership reputation and found that a strong delivery and ethical reputation produced the highest levels of perceived leader effectiveness and integrity. Individuals with better reputations were found to be the most effective with delivery and influence. (Gardner 2003)

Further research maintains that reputation is a vital aspect of an organization's influence on recruitment and organizational effectiveness. (Daniel Cable and Daniel Turban, 2003)

Abraham Carmeli and Asher Tishler's analysis found that reputation is associated with the organization's growth and accumulation of customers and customer satisfaction. (Carmeli and Tishler 2005)

Ultimately, these findings illustrate how organizational reputation is associated with overall organization effectiveness and influence.

QUALITATIVE ANALYSIS

HOW THE LENGTH OF TIME REMOVED FROM INFLUENCE REDEFINED WORKSHOP AFFECTS THE IMPORTANCE OF REPUTATION FOR THE PARTICIPANT

61% of participants surveyed who attended the Influence Redefined workshop 1 -3 months ago agreed that the skills and techniques taught positively impacts their reputation.

31% of participants surveyed who attended the Influence Redefined workshop 7+ months ago agreed that the skills and techniques taught still positively impacts their reputation.

These are individuals who held themselves accountable by practicing the skills and techniques taught to enhance their reputation.

Hanke's workshop was able to provide skills and techniques to enhance individuals reputation.

	Mean	Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree
I believe how clients perceive my reputation has an effect on client relationships. *N=143	4.31	0%	1%	9%	48%	42%
The skills I have learned from the workshop regarding reputation have been effective and useful in the workplace. *N=143	3.87	1%	2%	21%	60%	16%
I have been using the skills I learned in the workshop to enhance reputation. *N=143	3.83	1%	3%	22%	60%	14%

QUANTITATIVE ANALYSIS

Objective: Assess participants' growth regarding reputation in the workplace after completing the workshop.

Outcome: Respondents' belief that reputation is an integral part of influence, suggesting participants understand why enhancing one's reputation is important, though they struggle to utilize the skills

VARYING MEAN SCORES

The mean scores vary considerably from low to moderately high (3.36-4.31) suggesting that participants understand why enhancing one's reputation is important, though they struggle to use the skills in the workplace.

HIGH MEAN SCORES

"I believe how clients perceive my reputation has an effect on client relationships" with over 90% of respondents agreeing. This item highlights respondent's belief that reputation is an integral part of influence.

"I have been using the skills I learned in the workshop to enhance reputation" has a mean score of 3.83, with 74% of the respondents agreeing with the statement. This indicates that specific skills regarding reputation in Hanke's workshop have applicably transferred for a majority of respondents. This demonstrates how useful the reputation skills taught in the workshop are for past respondents.

76% of respondents agreed that "The skills I have learned from the workshop regarding reputation have been effective and useful in the workplace" and 50% agreed with the question "Post-workshop, I have found that clients are more satisfied with our communication." Both questions highlight that at least half of all respondents found clients are more satisfied with communication post-workshop, and a majority have seen effectiveness with reputation skills learned.

ADDITIONAL TAKEAWAYS

Respondents indicate in other answers that workshops should significantly focus on equipping participants with the tools necessary to lead their teams in enhancing their reputation. Most agree with the need for acquiring these skills and have used them post-workshop to enhance their workplace reputation.

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.



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 has helped respondents provide their team with similar skillset.

	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%



**"Individuals who are influential Monday to Monday are disciplined and committed to doing the work of an influencer. They are committed to practicing, asking for feedback and learning from their mistakes."
- Stacey Hanke**

Literature Review

01 - COMMUNICATION EFFICIENCY

Stacey Hanke discusses the importance of efficient, effective and clear communication. Literature supports the asserted importance of effective communication by leaders and communication within organizations. Jacqueline Mayfield and Milton Mayfield (2002) analyzed communication strategies as critical paths to improving employee commitment. They found that leader communication strategies can increase worker loyalty. Dewan and Myatt assert that leaders with perfect clarity have greater influence than other leaders. (Dewan and Myatt, 2008)

02 - VIRTUAL CONVERSATIONS

Stacey Hanke discusses the use and practices of virtual communication. Virtual communication plays a key role in organizations, especially in our contemporary, technology-reliant age. It is important that organizations utilize and understand these forms of virtual communication well. Deborah L. Duarte and Nancy Tennant Syder describe virtual communication in teams and businesses. Specifically, they assert that organizations that understand and are prepared to operate as a virtual team and use virtual communication will yield better overall efficiency and higher-quality operational results in respect to their virtual team (Duarte and Snyder 2006)

03 - INTERACTING WITH VISUAL AIDS

Hanke describes the importance of visual aids in communication and presentation. She also includes guidelines for using visual aids, specifically for maintaining visual aids properly and effectively while not misusing them. Rocio Garcia-Retamero and Mirta Galesic (2010) examined the importance with visual aids and understanding how to use them properly (Garcia-Retamero and Galesic 2010) Additionally, in 2005, researcher Eleanor J. Lopez determined that an audience pays better attention because visual aids spark and hold their interest when used properly and effectively.



QUANTITATIVE ANALYSIS

Purpose: Assess participant's ability to communicate with influence.

Outcome: The qualitative and quantitative responses highlight that participants feel confident in their virtual communication post-workshop, though the current state of the world has created additional barriers.

HIGH MEAN SCORES

The item that earned the highest mean score is “Post-workshop, I am able to employ efficient and effective communication strategies” (4.02), with 85% of participants in agreement in believing Hanke's workshop provided them with the ability to communicate with influence.

I think that the messages are more succinct and direct. [I'm] definitely paying more attention to the audience in preparing how and what I say in those messages, and therefore I think the understanding of the message comes much more quickly. I take a little deeper understanding.

Post-workshop, I am able to employ efficient and effective communication strategies” (4.02), with 85% in agreement. Similarly, the statement “Post-workshop, I have seen benefits from the skills I learned regarding communicating with influence,” has a mean score of 3.93, with 76% of respondents agreeing the value Hanke's workshop has provided direct benefits to participants.

The question “Based off the skills I learned in the workshop, I am able to coach my team to be clear and communicate with influence,” had a mean score of 3.71, and the item “Because of the workshop, I am able to now coach my team regarding communicating with influence” which ties directly into Hanke's emphasis on encouraging leaders to share what they've learned with their teams through constant and consistent communication and implementation.

QUALITATIVE ANALYSIS

HOW THE LENGTH OF TIME REMOVED FROM INFLUENCE REDEFINED WORKSHOP AFFECTS COMMUNICATION EFFICIENCY

70% of participants surveyed who attended the Influence Redefined workshop 1-3 months ago agreed that the skills and techniques taught gave them the skills and techniques to communicate with efficiency.

57% of participants surveyed who attended the Influence Redefined workshop 7+ months ago agreed that the skills and techniques taught help them to continue to communicate with efficiency.

Hanke's workshop was able to provide necessary tools for individuals to communicate with efficiency.

	Mean	Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree
Post-workshop, I have seen benefits from the skills I learned regarding communicating with influence. *N=129	3.93	1%	2%	21%	54%	22%
Post-workshop, I am able to employ efficient and effective communication strategies. *N=128	4.02	0%	2%	13%	65%	20%
Based off the skills I learned in the workshop, I am able to coach my team to be clear and communicate with influence. *N=129	3.71	1%	7%	27%	50%	15%

QUANTITATIVE ANALYSIS

Purpose: Assess participant's ability to communicate with influence.

Outcome: The qualitative and quantitative responses highlight that participants feel confident in their virtual communication post-workshop, though the current state of the world has created additional barriers.

	Mean	Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree
I have learned how to effectively interact with visual aids. *N=117	3.79	0%	4%	23%	62%	11%
Now that I know how to effectively interact with visual aids, I find these valuable to increase learner retention during presentations and meetings. *N=117	3.84	0%	3%	29%	50%	18%

Compliance and marketing remain a challenge in our industry. Slides are typically heavy and have to be. This course has helped in showing what I absolutely must but minimizing and using aids only as necessary. Using visual aids effectively can make a point wonderfully.

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 to 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