



# Emotional Intelligence and Authentic Influence Skills

*an Engineering Development Workshop*

## DAY TWO



# Sources of Influence

Bases of Power, French & Raven

Legitimate Power (Role)

Reward Power (Incentive)

Coercive Power (Threat)

\* \* \*

Expert Power

Referent Power



# Referent Power

- **Source of Influence without Authority**
- **Supplement to your Expert Power**
- **WHO you are and HOW you conduct yourself**
  - Respect, trust, admiration, relationship, authenticity, values, integrity, congruence
  - NOT what you know
- **Experiment and notice: How is Referent Power built here?**
  - Disclosing feelings/intentions/values (Level 4)
  - Building relationship (Level 5)
  - Deep listening and acknowledging others' disclosures
  - Checking out assumptions with curiosity
  - Other ?



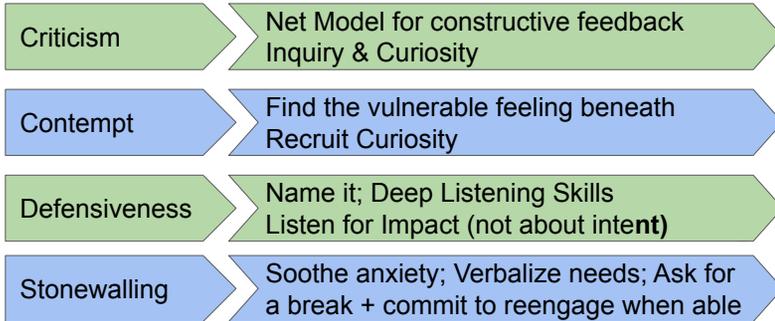
# Relationship Toxins: Impact on Others

- Criticism
- Contempt
- Defensiveness
- Stonewalling

- Creates an atmosphere that fosters innovation, creativity and collaboration
- Creates an environment where everyone feels comfortable being themselves
- Treats others with respect and dignity; Respects diverse and differing perspectives
- Provides feedback that is open, honest & constructive
- Resolves conflict through communication and alignment
- Communicates in a way that energizes people
- Helps team move forward in uncertainty
- Holds team accountable for excellent results



## Relationship Toxins: Antidotes



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## Goal-setting: Workshop Themes

Exercising both Advocacy and Inquiry muscles  
Experimenting with Level 4 and Level 5 Conversations  
Noticing your Blue, Red and Green Brains  
Giving Feedback on Your Side of the Net  
Giving Feedback Using Feelings and/or Impact  
Deep Listening\* with Curiosity (\*to feedback; to positions)  
Disclosing Feelings, Intentions, Values, Hopes, Desires, etc  
Sharing Thoughts and Checking Out Assumptions

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## Application Considerations

1. Focus on building **self-awareness**, **choice** and **dialogue muscles** (vs. preventing all misunderstanding and conflict)
2. Identify several work-appropriate feeling words
3. Start with small steps (15%)
4. Choose “lower risk” individuals to experiment and practice with

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## The Feedback Model: “Impact” Variation

“When ( **OBSERVATION** ) ..... the observed impact is/was ( **IMPACT** )”

When you raise your voice, the room goes quiet and people speak less frequently  
*(and I feel disappointed/unhappy about that)*

When you interrupt before others can finish their points, people either start to fidget or they look at the carpet. My guess is that they might be uncomfortable.  
*(and I feel uncomfortable myself)*

When you just gave that feedback to Mary, you met your goal of standing up for yourself in a calm manner and a respectful tone  
*(and I felt excited for you! ... and I felt admiration)*

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## The Feedback Model: A variation for work

My Intent + Neutral observation + Impact on them/their goals

I share your goal for the project to succeed	When you raise your voice in meetings	People stop speaking, and the team loses their good ideas
I want to help you get the promotion you want	I notice you don't talk to people outside our area	I worry that isolating yourself might limit your options here
I feel invested in your development.	You've missed the deadline 3 times now	I'm feeling hesitant to give you the stretch projects you want

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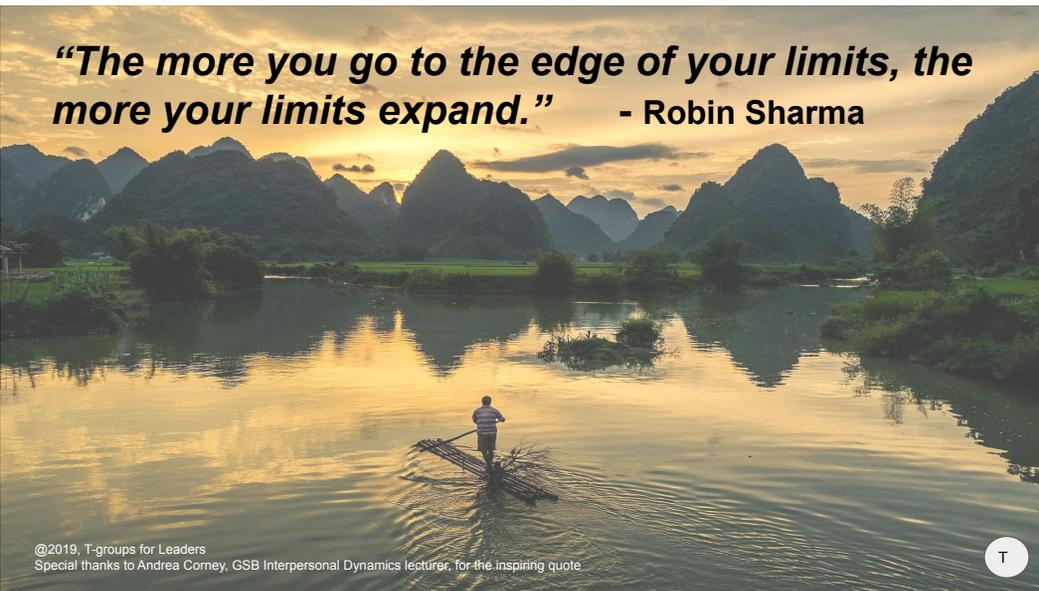
## Closing Circle

*One thing I learned about myself ...*

*One thing I'm taking away ...*

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# Thank you!

## Safe travels back home

Jana, Mansi, Tuquynh and Henry

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