



Quiet Influence

The Introvert's Guide to Making a Difference

THE SUMMARY IN BRIEF

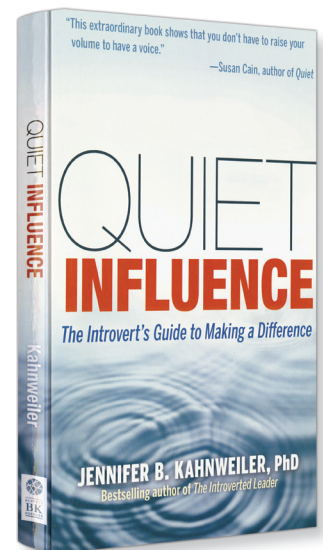
Introverts may feel powerless in a world where extroverts seem to rule, but there's more than one way to have some sway. Jennifer Kahnweiler proves introverts can be highly effective influencers when instead of trying to act like extroverts, they use their natural strengths to make a difference.

In *Quiet Influence*, Kahnweiler identifies six unique strengths that introverts embrace to achieve an impact: taking quiet time, preparation, engaged listening, focused conversations, writing and thoughtful use of social media. Each strength is a powerful lever of influence, and when put together, the power of strengths multiplies. She also introduces The Quiet Influence Process and a Quiet Influence Quotient (QIQ) quiz to measure how well you're using these six strengths now.

Ultimately, through questions, tools, exercises and powerful real-world examples, *Quiet Influence* will help you increase your mastery of these strengths and create your own unique way of making a quietly powerful difference.

IN THIS SUMMARY, YOU WILL LEARN:

- How to turn an introverted personality into a powerful influence in any organization.
- Why the digital age may be the golden age of Quiet Influencers.
- How to identify, develop and use the Six Strengths of Quiet Influence.
- How the best ideas often emerge from solitude.
- How a thoughtful use of social media will help raise your QIQ.



by Jennifer B. Kahnweiler, Ph.D.

CONTENTS

Quiet Influence Strength #1: Taking Quiet Time

Page 6

Quiet Influence Strength #2: Preparation

Page 6

Quiet Influence Strength #3: Engaged

Page 6

Quiet Influence Strength #4: Focused Conversations

Page 7

Quiet Influence Strength #5: Writing

Page 7

Quiet Influence Strength #6: Thoughtful Use of Social Media

Page 8

THE COMPLETE SUMMARY: QUIET INFLUENCE

by Jennifer B. Kahnweiler, Ph.D.

The author: Jennifer B. Kahnweiler, Ph.D., Certified Speaking Professional, is an international speaker and executive coach specializing in developing introverted leaders. Her clients include GE, NASA and the Centers for Disease Control and Prevention.

Quiet Influence by Jennifer Kahnweiler, Ph.D. Copyright © 2013 by Jennifer B. Kahnweiler. Summarized by permission of the publisher, Berrett-Koehler, 192 pages, \$17.95, ISBN 978-1-60994-562-6. To purchase this book, go to www.amazon.com or www.bn.com.

Summary copyright © 2013 by Soundview Executive Book Summaries® www.summary.com, 1-800-SUMMARY.

Why Quiet Influence, Why Now?

Everyone in a professional role needs to influence others. From Seoul to Seattle, today's competitive work-place demands that you influence a variety of situations and people, not once in a while but multiple times a day. Although influence is sometimes about really big issues and opportunities, it is also about nudging change along one small step at a time.

Noted researchers such as Jay Conger ("The Necessary Art of Persuasion") have found that selling ideas and getting people on board is a process, not an event. Influence is not about forcing people to come to see things your way but about learning from others and negotiating a shared solution. This approach is well-suited to the introverted temperament. It involves patience, planning and perseverance. If we all think that the only way to get things done is to shout louder and take up more center-stage space, we'll miss the opportunities to listen, learn and respond thoughtfully.

It may be that our society is starting to get this message. Extroverts are slowly realizing that we stand to lose the wisdom and contributions of more than half of the population if we don't listen to the introverts in our world.

Moreover, even though they will never really experience how an introvert truly feels, extroverts are starting to get the differences on a personal level. Hope for a broader change springs from such a personal connection.

Perhaps the strongest driver for quiet influence, however, is how it can contribute to success in today's shifting workplace. These four trends indicate that the time for Quiet Influence is now:

1. Flattened organizations and complex vendor, supplier and customer interactions mean that you must,

no matter what your position or personality type, be effective at getting your ideas heard.

2. Going global means that you need to find multiple ways to influence an increasingly diverse set of colleagues and customers. You can use your Quiet Influence skills to make a difference with those in cultures that value a quieter approach.

3. The virtual world is evolving and ever present. In today's society, it's highly unlikely that you can influence a broad group of people without using digital media in purposeful ways. Introverts have been drawn to social media because it lets them use their strengths and better manage their communication.

4. Heightened competition for business and jobs means that companies are seeking suppliers and employees to bring fresh, innovative approaches. Self-promotion and loud persuasion are passé. You will stand out from the crowd if you have a knack for building up others and are committed to listening instead of talking. ●

Stop Trying to Act Like an Extrovert

Did you know that the best ideas often emerge in the depths of solitude, that writing a persuasive email may move a project along faster than a standard conversation, and that listening for what is not said is more important than listening for what is?

Quiet Influencers — those people who make things happen without in-your-face techniques — learned these lessons through experience. Like ripples in a pond, they deliver a big impact without making a loud fuss. In their quiet, humble way, introverted influencers make sure that the people they are hoping to impact get the message.



1-800-SUMMARY
service@summary.com

1-800-SUMMARY, or order online at www.summary.com.

Published by Soundview Executive Book Summaries® (ISSN 0747-2196), 511 School House Road., Suite 300, Kennett Square, PA 19348 USA. Published monthly. Subscriptions starting at \$99 per year. Copyright © 2018 by Soundview, Inc. **Available formats:** Summaries are available in several digital formats. To subscribe, call us at 1-800-SUMMARY, or order online at www.summary.com. Multiple-subscription discounts and corporate site licenses are also available.

Rebecca S. Clement, Publisher; Sarah T. Dayton, Editor in Chief; Andrew Clancy, Senior Editor; Masiel Tejada, Graphic Designer; Corbin Collins, Contributing Editor

SUMMARY: QUIET INFLUENCE

Yet they are frequently overlooked and underestimated by organizations and colleagues who buy into the idea that talking reigns supreme.

If you are an introvert, chances are that you've tried to influence others by mirroring your more outgoing colleagues. I believe, however, that you will become a more effective influencer when you stop trying to act like an extrovert and instead make the most of your natural, quiet strengths.

The Roadblocks to Quiet Influence

The extroverted approach sets up roadblocks to Quiet Influence. Do any of these roadblocks resonate with you?

1. Focus on teams. Your supervisor may be called your "team leader," and your work group is likely called a "team." For introverts, this team-heavy approach presents a problem. Not only does being intertwined with others deplete their reserves of people energy, it takes them away from the physical and intellectual space where they do their best thinking. With this pressure to be engaged with people all day, Quiet Influencers have a hard time finding the quiet time and preparation to hatch their plans.

2. The need to talk about accomplishments and ideas. In most organizations, sharing your accomplishments contributes to your personal "brand." People come to know you and appreciate the value you offer because you've talked about yourself and what you've done. Those who don't "brag on themselves" often find themselves unwittingly out of the loop. Today's corporate cultures do not reward humility. Introverts have great ideas that go unheard.

3. The pressure to act extroverted. Many Asian cultures deeply value the ability to not show much emotion. Western workplaces, however, barely tolerate expressionless faces or quiet people. It seems that to fit in, you have to be animated and verbal. Not your style? Too bad. To succeed, you have to fake it.

4. Making quick decisions. From answering a question in a meeting to responding to an overnight e-mail from a customer, today's environment pressures people to make quick decisions. The speed of technology and an increasingly competitive global climate have revved up the pace of work. Introverts are frustrated when they are unable to slow down the decision-making process. Their "delay" often costs them the opportunities to influence the decision.

5. Lowered privacy boundaries. Social media sites like Facebook pile on the pressure for us to open up our inner selves to the outer world. Lower privacy boundaries create an uncomfortable climate for introverts, who like

to get to know someone before baring their soul. The pressure to share and connect every day at an accelerated pace stresses them out, depletes their energy, and challenges the very relationships they are seeking to build on their own terms.

6. Being talked over. In the talkative climate of Western society, interruptions abound. If an introvert speaks quietly or takes a pause, others jump in and steal the stage. Introverts' ideas cease to be explored by the group, and they tend to surrender to the opinion of the loudest person in the room. The result: introverts are demotivated and less inclined to float new ideas.

Instead of trying to avoid these roadblocks on the extrovert highway, take a more direct, efficient and

Characteristics That Shape Introverts

What does the term introvert really mean? It's a term many people throw around but few people really understand. Let's start with a fundamental question: when you need to recharge, do you tend to want to be alone in a quiet place? If you answered yes, you're likely an introvert. Technically speaking, introversion and extroversion are terms that refer to personality traits and are about sources of stimulation and energy. Shyness is a product of fear or anxiety in social settings, whereas introversion is simply about a source of energy.

This tendency to find energy from within comes out in these observable characteristics of introverts. See if any of these resonate with you:

- Embrace solitude (prefer quiet, private spaces)
- Think first, talk later (consider carefully, stop and reflect)
- Hold emotions inside (seldom outwardly emotional)
- Focus on depth (delve into issues before moving on)
- Let fingers do the talking (prefer writing over talking)
- Act low-key (speak softly and slowly)
- Keep private matters ... private (keep personal matters under wraps)

These traits are not good or bad; they just are. Unfortunately, they are frequently misunderstood, undervalued and underappreciated. Yet ironically, these traits are precisely why introverts often make the best influencers of all.

SUMMARY: QUIET INFLUENCE

enjoyable route. Embrace what you do naturally and see greater results. ●

The Six Strengths of Quiet Influencers

I believe that influencers make a difference by challenging the status quo, provoking new ways of thinking, effecting change or inspiring others to move forward.

Influencers labor in every type of workplace, from soundstages to hospitals. Their jobs range from administrative assistants and authors to parents and community activists. Sometimes they hold traditional positions of power: they are our most inspired political leaders, academics whose life's work it is to birth new concepts, bosses who motivate people and harness resources, and committee chairs who move projects forward.

Just as often, however, influencers don't have the big title. They are simply people who encourage change and growth and achievement: the team member who comes up with the great idea, the middle manager who takes a project to fruition, the colleague who has a knack for changing the boss's mind, the intern whose favorite restaurant becomes the team's new lunch spot.

People who use their natural talents and learned skills to influence others take our world forward in large and small ways. Some of those people are extroverts some are introverts who make a difference through a process I call Quiet Influence.

Quiet Influencers can certainly be found where you may expect: in technology, engineering and science. But they are also found in marketing, project management, teaching, medicine, law, human resources and small businesses. What they all have in common is that their powerful approach draws upon what introverts do naturally. I have named this approach the Quiet Influence Process.

The Quiet Influence Process: Combining the Six Strengths

Through observation and interviews with numerous Quiet Influencers, I have identified the six strengths that introverts embrace to achieve an impact:

1. Taking quiet time. Quiet Influencers begin their influencing journey where they think and recharge best: in quiet. Being silent provides energy, increases self-awareness and spurs creativity.

2. Preparation. Careful preparation gets Quiet Influencers ready for all types of situations by increasing their knowledge and poising them to address potential

Who Are the Quiet Influencers?

Tim Cook, who became CEO of Apple in late 2011 after the illness and ultimate death of Steve Jobs, had some big shoes to fill. His thoughtful demeanor and low-key style were very different from his predecessor, and in his previous role as COO, it appeared that he provided a tempering, calm counterbalance to Jobs' sometime bombastic personality. As COO, Cook was responsible for some major operational changes at Apple that contributed to tremendous company results.

Cook has moved forward with his own leadership agenda and has received high marks from many in the technology community. A reporter at Fortune magazine described an investor meeting in which Cook exhibited his own brand of Quiet Influence. "What shocked the Apple investors that day was that CEO Tim Cook popped into the room about 20 minutes into Oppenheimer's (the CFO) talk, quietly sat down in the back of the room, and did something unusual for a CEO of Apple: He listened. He didn't check his e-mail once. He didn't interrupt.

After the CFO finished, Cook stood to offer his remarks. He strode confidently to the front of the room and held court in the no-nonsense style that has become his trademark. 'He was in complete control and knew exactly who he was and where he wanted to go,' says one of the investors. 'He answered every question head-on and didn't skirt any issue.'"

objections. Through creating a strategy and asking questions, they become more comfortable and confident in their efforts to influence others.

3. Engaged listening. They tap into their innate strength in Engaged Listening to build rapport and mutual understanding.

4. Focused conversations. These are purpose-driven dialogues in which they problem solve and work through conflicts with others.

5. Writing. They articulate authentic, well-developed positions to make a difference with others.

6. Thoughtful use of social media. They consider how social media platforms can advance their cause and reach a previously untapped, broad or distant audience.

Each strength by itself is a powerful lever of influence; when put together, the power of strengths multiplies. Every Quiet Influencer mixes these strengths in different ways according to his or her own personality, needs and situation. ●

SUMMARY: QUIET INFLUENCE

Your Quiet Influence Quotient (QIQ)

Would you like to know how well you perform as a Quiet Influencer? Start by taking this quiz to determine your Quiet Influence Quotient — your “QIQ.” This tool will let you know how effective you are at using each of the Six Strengths.

Assess yourself by indicating how often you engage in these behaviors, using a scale from 1 (never) to 5 (almost always).

1. I take time to be quiet each day.
2. I effectively tune out distractions.
3. I use my quiet time to engage in self-reflection and planning.
4. I develop clear plans to achieve my influencing goals.
5. I conduct research as preparation for influencing.
6. I adapt my plans to respond to changing conditions and responses.
7. When listening, I act as a sounding board for others.
8. I tune into another’s voice and body language to understand his or her message at a deeper level.
9. I ask focused questions that help people to move forward.
10. I use conversations as a vehicle to problem solve with others.
11. I share relevant personal information during conversations.
12. I make an effort to schedule one-on-one conversations, whether face-to-face or by phone.
13. I consider the receivers’ preferred communication style when writing to them.
14. I put effort into my writing when communicating my position.
15. I pay attention to details like grammar, spelling and punctuation when writing to influence.
16. I make thoughtful choices about which social media platforms are right for me.
17. I actively engage in dialogues through social media applications, contributing ideas as well as reading others’ postings.
18. I use social media to initiate and/or support relationships.

Total your numbers. The following ranges reflect a rough estimate of your QIQ:

- 76–90: **Very Strong.** Take a look at how you can apply your strengths to workplace challenges and situations.

- 61–75: **Solid.** You are doing well. Some areas still could use some attention. Pinpoint when your influencing efforts are successful and not successful.
- 46–60: **Moderate.** You have some work to do in ramping up your Quiet Influence strength portfolio. Pay attention to a work situation where you are not being effective, and consider which different strengths you can apply.
- 45 and below: **Lots of Room for Improvement.** Start by noticing your own behavior and asking trusted coworkers for honest feedback and suggestions. Begin by working on one strength that you want to develop, and set a specific goal for this week. Next week, tackle another skill. Keep at it; you will see results.

Next, take some time to compare how often you draw upon each individual strength to influence. The following identifies which questions correspond with which strengths. Add your subscore for each grouping of three questions:

1. **Taking Quiet Time.** Questions 1–3.
2. **Preparation.** Questions 4–6.
3. **Engaged Listening.** Questions 7–9.
4. **Focused Conversations.** Questions 10–12.
5. **Writing.** Questions 13–15.
6. **Thoughtful Use of Social Media.** Questions 16–18.

Use this guide to understand what each of the subscores mean:

- **12–15: Very Strong.** You excel at this strength. Look for ways to apply it to your influencing challenges.
- **10–11: Solid.** You are doing well in demonstrating the strength. Build on your success by applying it in a variety of new influencing opportunities.
- **6–9: Moderate.** You have some work to do in developing the strength. Pinpoint when you use it with ease and identify what stops you from using it at other times.
- **5 and below: Lots of Room for Improvement.** Your low use of this strength is likely holding back your ability as a Quiet Influencer. Consider making it a top priority in your development plans. Watch and learn from effective quiet influencers around you who are comfortable using the strength.

Don’t be overwhelmed by the QIQ assessment — and certainly not by your score. It was your first self-assessment snapshot. Remember that you do not need to excel at all of the strengths all of the time. ●

Quiet Influence Strength #1: Taking Quiet Time

Quiet influencers use a variety of highly successful approaches to obtain their quiet time and turn it into a zone for calm reflection. There is no one right way to recharge and reflect, and no two introverts have precisely the same approach to stepping away. Many do so by following three steps.

1. Create structure and protect your quiet time.

Schedule and protect quiet times on your calendar. Make a date with yourself as important as your appointments with others.

One way to ensure your quiet time is to keep eating lunch alone. This gives you the opportunity to be with yourself. Using your midday break to regroup and recharge can be an ideal strategy, especially if you don't do it every day. Remember to build in breaks. Because being "out there" can be so draining, be sure to take yourself out of the office, away from the conference or removed from wherever work happens to be — if only for a few minutes.

2. Manage technology. Turn off your devices. Go ahead. Try it. Even for introverts, it can be extremely challenging to set aside certain times to check electronic devices. Yet ongoing interruptions become huge distractions when they break up the blocks of time you need to think and create.

3. Go within yourself. Get up and move around. Quiet time doesn't have to be sedentary time. In fact, exercise is an essential component of many people's quiet time. ●

Quiet Influence Strength #2: Preparation

Because they plan so strategically and consciously, Quiet Influencers can pinpoint exactly how they get ready for meetings, conversations, events, presentations and other influencing opportunities. Their actions fall into the following four logical steps.

1. Gather information and insight. Pull together what you know. Gather information you already have and organize it. Conduct due diligence before meetings.

2. Strategize. Conduct a question-and-answer strategy session in your head. What are you trying to accomplish? Draft a strategic plan and prepare for your own meetings by crafting talking points and questions that are relevant to the session.

3. Manage yourself. Take the slow-but-deep approach to influencing. Remember to use your natural strength of

How One Organization Supports Quiet Time

Microsoft's New Way of Working Program exemplifies how an organization has recognized the need for its employees to have quiet time. All employees at the software giant's office outside of Amsterdam have home offices but also come in for meetings and collaboration.

When researchers at the Rotterdam School of Management measured the impact of this program, they found 40 percent improvement in work/life balance scores over five years and measurable improvements in productivity. The report said, "Now, no one has a fixed office anymore, and the building has been designed to be what we call activity based. It is no longer an office in the traditional sense. Instead, it is a workspace where employees can locate themselves in different parts of the building depending on the tasks they need to perform. Increasingly, it is a meeting place where employees can interact with colleagues, partners and clients.

Because this balanced approach provides options that respond to the preferences of both introverts and extroverts, it promotes an environment that encourages thoughtful, purposeful communication and nurtures creativity and decision-making, the hallmarks of influence.

responding thoughtfully and patiently. Avoid exhaustion and burnout by knowing your limitations and enlisting the help of others.

4. Practice. Stand up and give your influencing remarks a test drive. Experiment with different tonalities of your voice. Although you may be aware of the impact of your body language, you may not have given much attention to your voice. ●

Quiet Influence Strength #3: Engaged Listening

Although there are countless resources that aim to teach listening skills, these introvert-tested tips will help you develop your engaged listening skills and raise your QIQ. They fall into the following four categories.

1. Create the right conditions. Start by slowing down. You can be an island of calm in your organization's

When Face to Face Isn't Possible

Chances are, you work with people at a distance. Sometimes, face-to-face focused conversations are not possible. More and more work is being done through teleconference or video conference technology. You can still excel at these conversations and incorporate them into your influencing approach. Use these tips to make the most of "virtual" meetings.

1. Become familiar with the technology. Don't miss your opportunity to influence because you are preoccupied with troubleshooting your technology.
2. Be sensitive to time-zone differences. If you're in charge of scheduling a virtual meeting, don't plan meetings too early or too late for others.
3. Plan questions for group input. A virtual conversation needs even more guidance than a face-to-face conversation.
4. Take advantage of video. Although not exactly face-to-face, video technologies do let you see the facial expressions of others in the meeting.
5. Utilize chats and polls. Chats and polls invite people to participate in a way that generates the give-and-take associated with a conversation. Plus, these features keep people engaged and awake.
6. Tag team with a "producer." Reduce your stress and increase your ability to participate in the conversation by delegating the technology aspect.

storm of activity. Get face to face by arranging a quiet place to listen. Show up prepared to focus.

2. Serve as a sounding board. Let the other person speak, even vent, without giving advice or otherwise interrupting. When you do, others feel heard. Reflect back on what you hear when you listen. Be sure to say it in your own words, and don't parrot exactly what you hear. After listening quietly, help the person move out of inertia and toward action.

3. Ask questions. Go into listening situations with a set of questions in hand. Use open-ended questions to gain more insight. Most of the best open-ended questions begin with how or what. Through your questions, you can influence the trajectory of a conversation.

4. Go beyond words. Observe the other person carefully and read his or her nonverbals. Remember to be aware of your own engaged listening presence. Tune in to your own nonverbal signals in addition to observing the eye contact and body language of others. ●

Quiet Influence Strength #4: Focused Conversations

Some quiet influencers shine during formal planned conversations. Others are more comfortable in less structured environments. Some swear by face-to-face conversations, and others find the telephone just as effective. Many prefer one-on-one or small group discussions rather than large gatherings. You can increase your QIQ and get the most out of your conversations no matter what they look like or where they take place. Here are three tips.

1. Set up space and times to talk. Design or use your workspace to enhance conversations when you choose to have them. Make a special effort to carve out face time. Don't forget to allow for serendipity. Let your inspiration come from walking around, and be open to the ideas that emerge from chance conversations.

2. Strengthen your case. Take your time to listen and observe what is going on. Doing so can make your comments land with more impact. You may need to repeat a message multiple times in order to get it to stick. Use focused conversations to bounce ideas off of people as you craft and shape your arguments in the preparation stage of influence.

3. Be authentic and flexible. Prepare stories and examples to make conversations come alive and to bring the person or people with whom you're speaking into the moment. Pick up on others' vibes by observing their body language and listening to their words. Decide if they feel like talking or not; you will not be an effective influencer if you force a conversation on someone who is not in the mood to converse. Finally, share information about yourself so that the other person understands you better. ●

Quiet Influence Strength #5: Writing

Quiet influencers transform their innate writing skills into a powerful influencing strength. Here are three skills they use.

1. Know and adapt to the audience. Remember the acronym WIIFM when you're trying to put together a persuasive appeal. WIIFM stands for "What's in it for me?" The "me" refers to the person you're trying to influence. Pay attention to tone. Notice the style that writers use, and mirror aspects of that back to them when you can. Use written documents to give people a chance to mull your ideas over before you initiate a conversation. Send out meeting materials well in advance of the scheduled time.

SUMMARY: QUIET INFLUENCE

2. Attend to the craft of writing. Focus on depth over breadth. Take the time to construct your written piece so that the depth of your concerns and knowledge emerges clearly for the reader. Pay attention to the details and use good grammar, spelling and punctuation.

3. Make a persuasive case. Use step-by-step logic to make your case. Effective quiet influencers are masters at this persuasive writing technique because it's a carefully thought-out exposition. Incorporate numbers, pertinent details and data points to convince others of your argument. Keep it short and make it effective. You often do a better job of influencing others with succinct, to-the-point writing rather than lengthy tomes. ●

Quiet Influence Strength #6: Thoughtful Use Of Social Media

What do I mean by social media? I am talking about web-based and mobile-based technologies that are used to turn communication into interactive dialogue among organizations, communities and individuals. Social media give today's Quiet Influencers a particularly effective and efficient option. They allow introverts to organize their thoughts at their own speed and be selective about where and when they place them. They also give those who hesitate to speak in public the opportunity to communicate and collaborate with hundreds or even thousands of people all over the world. For that reason, it may be just the perfect lever for Quiet Influencers now and into the future.

A thoughtful use of social media helps to raise your QIQ and use it to move people to action, develop and grow relationships, achieve visibility, and teach and learn.

Introverted influencers who use social media effectively freely admit they don't have all the answers about how to be most effective in what is still essentially "the wild west" of sites and apps that launch or change each day. To best cut through the noise, quiet influencers use three key approaches.

1. Think about it. Start by defining your goal. If you don't know where you are going, any road will take you there. Ask yourself what you are trying to accomplish through your social media activities. Resist the pressure to get overwhelmed; take one step forward. Don't try to "do it all." Instead, just pick the two or three social media outlets that will help you meet your goals, and then do a good job on those sites. Limiting your involvement will help make your commitment more manageable.

2. Engage. By limiting the number of social media outlets you use, you will achieve a great deal even if you engage for only 10 minutes each day. It's a matter of doing a little of the right activity on a very regular basis.

Use social media to set the stage for offline conversations, and then capitalize on the one-on-one opportunities you generate. For quiet influencers who are uncomfortable taking on social media, you should find a social media tutor.

3. Focus on content. Get your thoughts out of your head and onto the screen by writing. Posting your own pieces on social media sites and starting a blog can be real pluses for an introvert who naturally prefers writing to talking. Don't forget to focus not just on the content you create but on content created by others. Drop in on discussions and visit groups related to your areas of interest. Use the social media universe to conduct research that contributes to influencing your strategies. ●

Making A Quiet Difference

No matter where you start, always remember to acknowledge your efforts in trying on new influencing behaviors. Savor each moment of success and learn from things that don't go exactly as planned. As the Spanish expression goes, it's "poco a poco" — or in English, "little by little." Don't get overwhelmed and think you have to try all the new ideas at once. Remember, influencing is a process, not an event. You will fail and you will succeed. Both experiences will move you forward and increase your QIQ.

And your reward? Seeing that you are successfully challenging ingrained ways of thinking, that your new ideas are taking hold, that changes you envisioned are coming about, and that others are moving forward with your inspiration. In your own quiet way, you will be making the difference that you were naturally born to make. ●

MORE SV CONTENT ON LEADERSHIP STYLES

Access these and more in your Soundview Online Library:

Summary: *Mastering Leadership* by Robert J. Anderson and William A. Adams. Robert Anderson and William Adams present a roadmap for optimal leadership development. They explore five stages of leadership along with organizational structures and cultures that develop at each of these stages, and also six key practices for effective leadership.

Webinar: *How to Become the Person Others Follow* by Joshua Spodek. Joshua Spodek will walk you through an integrated and comprehensive progression of exercises designed to cultivate key abilities, behaviors, and beliefs through experience. These exercises will help you accomplish the inner work and gain the social skills required for great leadership.