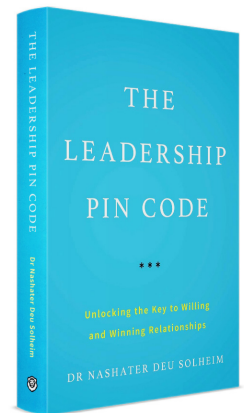


The Leadership PIN Code

Unlocking the Key to Willing and Winning Relationships

by **Dr. Nashater Deu Solheim**



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THE SUMMARY IN BRIEF

The Leadership PIN Code is about being the most engaged leader possible through examining your approach, behavior, and conversations with those you lead. This leadership book differentiates itself by focusing on your presentations both in your personal delivery and how you connect with those who are engaging. *The Leadership PIN Code* uses PIN as an acronym for the primary tasks of a leader to persuade, influence, and negotiate with those they lead and the key stakeholders who influence your work.

Using the latest psychological and strategy research on emotional intelligence and connecting with those you lead, Author Dr. Nashater Deu Solheim presents an approach to engaged leadership that focuses on relationship building. The prime role of empathy is emphasized for connecting to employees with a desire to connect and lead on a personal level.

IN THIS SUMMARY, YOU WILL LEARN:

- How to be an engaged leader.
- How to persuade, influence, and negotiate as an engaged leader.
- How to connect with those you lead on a deeper level.
- How to avoid common pitfalls that entitled leaders make.

Introduction

A leader's skill level and style tend to fall along a continuum from the least effective—the entitled leader—to the most effective—the engaged leader.

Entitled or Engaged Leader?

Entitled leaders make changes that are about the leader and their power to act, rather than mobilizing the organization. The entitled leader seizes all ownership from the team, and as a result, people quickly disengage, becoming fearful and mistrustful of leadership.

An engaged leader harnesses as much information as possible about the organization, the culture, the teams and the individuals. He seeks input and buy-in from the team and tests changes to make sure they're relevant and necessary. He explains the motives for change and is curious to find out who holds the information he needs to know and who the real influencers are. He knows how to best handle dialogues with individual team members or key stakeholders to establish rapport, build alliances and navigate the various parts of the organization.

Both the entitled leader and the engaged leader have mandate, authority and power, but they use them differently. The engaged leader garners the best possible cooperation and collaboration for the exact same changes the entitled leader imposes by force.

Persuade, Influence, Negotiate = PIN

The PIN Code is about finding the hook—the interest and motivation—of the other person for creating a willing and winning relationship that delivers the results the business needs with you in the lead. If you've ever wondered how a psychologist encourages people to open up and commit to positive change, I'm going to show you how it's done with three keys. I offer an unforgettable way of having the impact and influence you need in your daily work. It's as simple as ABC.

A = Approach: your mindset, your research into people, context, how you prepare for individual encounters or meetings by taking the time to learn about their interests, culture, or goals

B = Behavior: the physical behavior and manner you use when meeting with people, including body language, choosing the right arena for the encounter, and how you set up a room or manage virtual meetings

C = Conversation: the questions you ask, responses you give, and how you steer the conversation and dialogue, managing resistance and conflict, building trust

Eight Common Dysfunctional Beliefs of Leaders

Leaders cannot simply expect respectful regard based on their position or title. Everything they say and do happens under the microscope of employees and stakeholders, who may be quick to point out flaws and inconsistencies.

1. 'I've studied leadership, so I'm a good leader.' Some leaders falsely believe that their education automatically makes them an effective leader.
2. 'I've got the title, so I'm a leader.' The entitled leader wields her authority, power and mandate to get what she asks for. When she demands something, she expects it to be delivered. She's not concerned about asking her employees.
3. 'My team doesn't challenge or disagree with me, so I must be getting it right.' Neither compliance nor likability are measures of effective leadership.
4. 'The longer I do it, the better I get.' Leaders often quantify their experience in terms of years, as though time itself is a great teacher. Engaged leaders understand that continuous learning is at the heart of leadership.
5. 'I was a great leader at my last job; I'll be a great leader at this one.' Context is critical. Every context requires something different. A leader must be adaptable to emerging demands and challenges.
6. 'They promoted me, so I must be able to lead.' Problems arise when the assumption is 'I'm a great expert; therefore, I'm a great leader.' There is no proven relationship between your excellence as a subject matter or technical expert and being a great leader.
7. 'I'm a spontaneous leader.' Engaged leaders know that great performance comes from being well prepared and rehearsed and leaves little to chance. They will be concerned about the audience's needs and be sure to meet them where they are.
8. 'I'm a man/woman, so I am a better leader.' Engaged leaders value and manage diversity well, and understand that it comes in many forms, including experience, culture, age, gender, expertise, qualifications, attitude and personality.

PIN and Emotional Intelligence

What separates the entitled from the engaged leader is emotional intelligence. For the engaged leader, relationships are win-win situations. The engaged leader learns the interests of the team members or stakeholders and is able to communicate the relevance of a task both in terms of the individual's motivation or gain in supporting the task or appeals to their aspiration while linking to common business priorities.

Empathy Is the Antidote to Dysfunction

Empathy is the ability to take another's perspective even if you have not had the same experience where you can offer support and guidance to resolve a challenge. Empathy is asking, 'How can I help you, and what do you need?'

Close the Gap

PIN is the power of using psychology in business in order to have the positive impact and influence you need to motivate your team and peers, and continuously negotiate with managers, stakeholders or adversaries to make real progress.

Persuasion is the process by which one person achieves their goal to change another person's viewpoint or position on a matter.

Influence is the power or capacity of causing an effect in indirect or intangible ways.

Negotiation is 'back-and-forth communication designed to reach an agreement when you and the other side have some interests that are shared and others that are opposed'.

Persuasion Occurs Every Day

Persuasion is about closing the gap between you and your position and the other person and his position. You may need to combine persuasion and negotiation to have the influence you want.

Negotiation

Negotiation is far more relevant to leadership than you might believe and not just in relation to contract, financial or commercial negotiations where there are rules to follow and margins to maintain. In today's world, negotiations between countries and political parties have huge business negotiations behind them with multiple aspects often related to defense, trade or access.

Building Influential Relationships

Drawing on Cialdini and Harvard and the great wealth of

literature on what effective influencers do, I suggest that the skills of great PIN leaders essentially fall into these three categories:

Establish trust.

They do this easily and focus on what they have in common with others early on.

Demonstrate empathy.

They use empathy — the ability to put yourself as a leader in someone else's shoes to both establish their motivation and interests or see their point of view that builds trust and allows you to explore together opportunities for influence and mutual benefit.

Remain curious.

Under pressure, pushback, resistance or conflict, they stay in curious mode, searching for information to help them understand the other person's perspective. Curiosity may lead to a shared understanding and agreement that was not obvious at the start.

A Is for Approach and Advanced Preparation

You must believe in and fully understand the agenda yourself in order to motivate and inspire others whether those dependent on you for that direction or the decision-makers for supporting your cause. By knowing your audience, you're able to involve them to see what you see. Be prepared for and invite the right stakeholders to meetings or conversations, so you have the possibility there and then to get a commitment to the matter on the table, thereby avoiding having to refer to it elsewhere or cause delays. Know your biases and filters and prepare your mindset properly for your meetings.

Diligent Planning

While it may be obvious in many cases that preparation is important ahead of meetings, presentations or negotiations, there is an art to planning.

First impressions count and influence counts longer, so be prepared to give more than just a good impression. Leave a footprint, so to speak. You want to leave an impact that makes them want to seek further connection with you.

Research and establish their interests. Find out what drives this person, and what they are interested in when it comes to supporting you in your endeavour and what priorities

they have that you can link to.

Use networking opportunities to build trusting relationships and authentic rapport. If starting a new job or task, stakeholder-mapping is your best friend. Know your stakeholders: Build alliances long before you need them.

B Is for Body Language and Behavior

Social psychology research confirms that first impressions count. You only have one chance to make a great impression. But there is a difference between first impressions and influence.

If you're in a situation such as giving feedback or offering support to someone where you need to show empathy and perhaps you've been told that you can come across as a bit cold or distant, then addressing your body language can go a long way in helping you to communicate empathy or sensitivity in a more conscious way.

C Is for Conversation

A leader conducts conversations as a conductor leads an orchestra. Conversation is not about the leader doing all the talking—in particular, extroverted leaders or those with dominant personalities as in the opening story need to remember this. Much of C is a result of planning your approach and choosing appropriate behavior. Your conversations will be most successful if you hone your skills in these five styles of questioning:

Curious: to resolve conflict, disagreements, polarised ideas, resistance or opposition

Circular: to dig deeper, for example into values, motivations, drivers

Confirming: to ensure you've understood what was said, data is correct, showing empathy

Clarifying: to determine meaning and intention, exploring ideas, rationales

Challenging/Investigative: to test a situation or hypothesis, provoke opposing or new ideas, open up for pressure-testing existing ideas or concepts.

Conclusion

Your PIN Code to success is based on building willing and winning relationships wherever they may be for now or later. It boils down to being effective in all three aspects of your leadership: leading your team, collaborating laterally with peers and building alliances with senior and external stakeholders.

The Leadership PIN Code provides a framework that gets better with practice. Each time you plan your approach, behavior and conversation, receive feedback and adapt, the further towards engaged leader you'll go. It enables you to translate what you know into your daily leadership.



Dr. Nashater Deu Solheim brings a new toolkit to leadership development that is backed by decades of integrated experience in the areas of business and psychology. As a former forensic psychologist with clinical research in the neuropsychology of criminal minds, she developed a deep interest in effective learning strategies for lasting success. Now, as an expert negotiator who studied at the Program on Negotiation at Harvard Law School, Dr Solheim has combined her experience as an executive leader in international private companies and government ministries to present *The Leadership PIN Code*, the definitive guide for helping business leaders secure influence and impactful results.

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