

PETER GOSLINE



HOW TO GAIN MORE INFLUENCE AND CREATE GREATER IMPACT

INTRODUCTION

“It’s so frustrating for me because I have good ideas, but people around me aren’t listening”

“ I know I could make more progress at work if it weren’t for my boss.”

“I go into work each day with great intentions, but I always seem to get distracted.”

The above concerns are not uncommon, and at some point in their careers, most executives experience them and have to find workable solutions.

Having worked as a healthcare executive for most of my career, and now an executive coach, I have found some answers I’d like to share with you.

Here are 3 essential practices you can use right away to gain more influence at work and have a bigger impact on your organization.



BE MINDFUL AND STRATEGIC ABOUT YOUR WORKDAY

So many executives plunge headfirst into each workday without taking time first to really think through their intentions and what it is they want to accomplish.

There is a strong connection between the adaption of mindful practices and influencing others. Help yourself become fully conscious of why you're at work, and commit to living up to your intentions each day. Others will soon pick up on your heightened sense of determination, and take you more seriously.

ACTION STEPS

Set aside a few minutes early each day and set your intentions:

- First, think about your own personal values. What character trait is most important to you right now? Determine how will you know that you exemplify it? Some examples: "Today, I will be courageous; take time to listen, stay grounded, avoid overreacting, demonstrate integrity, courage, humility, positivity, be resilient."
- Next, think about how you want to show up for others who are most important to you at work. Try to limit this to 1 thing. Some examples: "Today I will show up more engaged, present, empathetic, open, collaborative."
- Now decide what it is you really, really want to accomplish today. If you accomplish nothing else, what is the 1 thing that will make it a productive day?



At the end of each day, take a couple minutes to decide if you have lived up to your own intentions. If you have, give yourself a pat on the back. You've done it! If not, don't beat yourself up over it. Tomorrow is another day to renew your commitment and start fresh.

PRACTICE GREAT COMMUNICATION AT WORK

Great communication serves many purposes, from creating awareness, making a point, projecting an image, shaping attitudes, to stimulating a want or desire. But what if the receiving parties are unwilling to listen or unwilling to take action?

Pay attention to someone at work who never seems to have a problem getting others' attention and his/her ideas heard. What is it that makes people like this successful? You can gain the skills and confidence to be heard as well. How do you do this?



ACTION STEPS

Know yourself first and learn key communication skills

- Learn how your style works best when communicating with co-workers, and practice using these techniques so they become second nature to you.
- Seek to develop allies in the workplace; be generous and focus on service to them first. Chances are this will be reciprocated. Before presenting big ideas to others, try to get buy-in from allies first. Help them feel part of your creative process.
- Learn “active listening.” It’s a critical skill for building trust and rapport. There is a ton of good information about this on-line too. In essence, it involves being open and attentive to what others have to say, minimizing distractions, and letting them know you have heard their message without judgment first, before sharing your views.
- Before you speak, trust your instincts to read the mood and the body language of others in the room. Is timing right? What approach is best? Read your audience before, during, and after you speak. After you finish, ask yourself what you have learned from this experience. What improvements can you make in the future?
- Make your points succinctly. Lead with logic. Be fully conscious of how you use emotion to emphasize a point, rather than just vent. When expressing strong opinions avoid using second person (i.e., “you”). Don’t make it personal by gossiping between meetings. This will come back to bite you.
- At times it is necessary to clearly define limits and set boundaries. Use a progressive approach whenever possible. Choose your battles carefully. And don’t delay making necessary repairs afterwards. These may be more difficult later.

The above practices will assist you to have a stronger presence at work, gain confidence in yourself and how you express your ideas to others.

LEARN THE ART OF MANAGING UP

Effective managing is a two-way street. We hear a lot about managing others, but how about managing your manager?

You are much more likely to get your ideas heard by your boss and others who are influenced by him/her if you are actively working on this!

Simply put, this means actively seeking the best way to communicate with your boss, demonstrating that you care, and being willing to accept constructive feedback.

Keys to success here are establishing complementary work styles, priorities and preferences, and your willingness and ability to work with his/her strengths and weaknesses.

When done well, managing up makes your manager's (and your) job easier, and I assure you, this won't go unnoticed.



**“Management is about arranging and telling.
Leadership is about nurturing and enhancing.”**

Tom Peters

ACTION STEPS

Request a private discussion with your boss to discuss preferences:

- **Work style:** Is your boss a better listener or better reader? This will help you decide if it would be best to communicate by visits, calls, memos, or emails.
- **Decision-making style:** To what extent does your boss want you to involve him/her in your day-to-day decision-making? Are you expected to act first and inform him/her later?
- **Handling difficult matters:** Does your boss thrive on conflict or attempt to minimize it? Are you expected to handle difficult matters or seek his/her opinion first?
- **Information flow:** To what degree does your boss want to stay informed of good/bad news as soon as it happens? How often does he/she want to meet? How about using an agenda?
- **Now, what about your own reports?** Make sure you are in sync with your own reports too. Do they have access to you? Are you sharing answers to the above questions with them? Making sure they feel heard and their opinions valued will improve working relationships, help clarify expectations, reflect positively on you, and benefit your organization.

The sooner you know and can reach agreement on these preferences, the better your ongoing communications will be with you boss as well as your reports.



NEXT STEPS

If you follow the 3 important ideas and action steps described above, I am confident that you will be able to expand your influence at work, be more successful in getting your ideas heard, and make a bigger difference. Remember:

Be deliberate about setting your intentions each day. Take advantage of the confidence that comes when you are aware of your intentions, for yourself, for others, and for your organization!

Practice great communication, by knowing yourself, finding how to best listen to and work with others, and being deliberate about how you speak throughout the workday.

Know the preferred way to communicate with your boss and your reports to stay connected and maintain positive and productive relationships

If you have any additional questions or suggestions, or you are interested speaking with me about what I can provide for you or your company,



[CLICK HERE FOR A COMPLIMENTARY
30-MINUTE STRATEGY SESSION WITH PETER.](#)

This is an opportunity to speak with Peter in more detail about getting your ideas heard at work, plus other unique goals or challenges you may be facing. There is no further obligation or cost to you to participate in this offer.

ABOUT PETER GOSLINE



Hi, I'm Peter Gosline. I'm a former healthcare CEO, now working as an ICF certified executive coach. I find great satisfaction in helping healthcare and business leaders at all levels enhance their leadership skills to expand their influence at work and really make a difference. I partner with them, creating a safe, confidential environment to identify obstacles, issues and arrive at preferred outcomes. I can help you discover your unique way to accomplish your goals.

Peter Gosline

TESTIMONIALS

"As a former CEO turned executive coach, I found Peter to not only have strong business acumen, but, perhaps more importantly, he had the human touch....By asking insightful questions, Peter helped me gain clarity on the direction I need to take and pushed me, ever so gently, to challenge myself to take steps that aren't always easy for me....I highly recommend Peter's services to any professional looking for a coach to help them move forward."

Laurel - HR & Org Development Leader

"...I received executive coaching from Peter. He was the utmost professional throughout the process, offering me thoughtful insights that were spot on balanced with time for contemplation. I am grateful for the experience. "

Julie - HR Senior Director

"Peter...has been a strong mentor, exhibiting a calm and conscientious approach to situations. Peter has the ability to think about the "bigger picture" and is excellent at strategic planning. He is an excellent resource for coaching and development!"

Lindsay - Chief Nursing Officer



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