

Own Your Authority As a Thought Leader with Influence - Part 1

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Today's class is going to be on owning your authority as a thought leader with influence. First we're going to be defining your growth path. And what do I mean by that? That means going from what I like to call that worker bee mode or taskmaster mode, where you're in the details, even if you're in a middle management, I have people in senior level roles that are still feeling like they could do more, they can be more. So where that growth path is where you are and where you want to be, let's just lay that out on the table so that you can get a really clear trajectory on your career, then we're going to go into the meat and potatoes of what it really means to leverage your expertise in your career. And that is through marketing and selling your best practices and your proven results.

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Now, if you remember from our last call, we did a lot of work on self promotion. And we talked a lot about your results, all about your results. And when we get to the resume module, this is going to feed right into that. So take lots of notes, anything that's coming through for you. So we're going to talk about, I'm going to give you a framework on how to hone in your best practices and results. Now, a lot of times this is also used, in probably the most challenging area of your career, which is when you need to vet your career portfolio. So we all know the pain staking frustration it is to go back, I don't know 5,10,15 years and vet everything that you've done. Where do you start to get it on a resume, to start interviewing? I know there was a question on the survey about interviewing. This is going to help you because you're really deep diving into not just what's on paper. Remember, we talked about metrics last time, metrics are important, we have to measure you up. I have to measure you up. People who hire you have to measure you up. Those are the quantitative metrics. Today, we're going to flip that coin, we're going to be talking about the qualitative metrics, and what those mean, then we're going to be jumping into your ideal clients. And if you don't consider yourself as an intrapreneur, working in your organization, or an entrepreneur, as a freelancer or consultant, everybody has clients. So we're going to hone in on who your clients are, and get really comfortable and clear on your clients. Because your goal in life and I'm going to say this twice, your goal in life is to form your base of raving fans. So client clarity is all about creating and getting clear on your raving fans. The next topic is going to be on strategic thinking. I work with a lot of people that say to me, you know what, Marisa, I'm an expert in what I know, I'm super smart, I'm experienced, I have years of experience. And I don't know if I'm innovative enough to go to the next level in my career and think strategically and get hired for a strategic type role. So let me just level set this, this doesn't mean that you're applying to be a managing director, you can be a strategic thinker or step into a role that requires broader thinking or just even in your current role, just stepping it up a notch and showing and demonstrating leadership through strategic thinking. Now, for those of you that are starting in a new role, I know some responses came in

from the survey of people who, either have just started a new role or are about to, this was a major fear, not feeling that they're good enough. And I know Luis, you know, you're starting, have you started? I'm not sure if you started yet, but you're about to. This is going to require you as well, right? did you start?

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Yeah, not not yet. Actually, I'm set to start on the 28th. So I'm going through the transitional at work the KT and just you know, sort of putting together all of the knowledge that I have and sort of sharing it with the colleagues, who will take over my my role. So

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Okay, okay, good. Well, that's great, because when you hit the ground running in this new role, and this is advice for all of you, on Day One, when you start your role, whatever that is, you're always thinking about your next job. On Day One, you have to be clear on where you want to be in one year's time. Because if you don't know where you want to be, you aren't, you're not gonna be able to find the people and your best clients, you're not going to be able to find the voids that you can fill in to really add the best value that you can in that one year. So I'm going to walk you through what that means. But that's also thinking strategically, right? Not just going in with what you were hired to do, but thinking where is this going to lead me? Where do I want to go and being strategic about that. And then the last topic for today's call, which I love, I actually just did a whole half day on this for a Diversity and Inclusion, a bunch of nonprofits for Diversity and Inclusion, and that was gaining buy-in on your plan, whatever plan whatever program, whether you're sitting on a board, your sponsor, Whatever situation you are in, in business where you have to gain buy in on something. We're going to cover that too, because you cannot lead with influence if you're not owning your authority if you're not able to sell it and gain the buy-in that you need. And so, so that's really the agenda.

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The first step, let's go into thought leadership, so thought leadership is self awareness. And knowing that you can serve in a bigger way, no longer in a daily doing mentality. So maybe you're doing a lot in your career and doing and doing, but that hasn't been going anywhere for you. There is a growth path that everyone has everyone starts off with from the very beginning. And it really starts with being a student. And we're just going to keep this real simple. When you start any new role, even if you've been in the company for years, or you just got graduated college, and you just started, when you start in a new position, no matter how much experience you have, you're starting on the ground. You're considered at the student level, you're digging into the details, you're doing the research, and you're learning as much as you can. After that, eventually, you become good at what you do. And you become really good and and you become the teacher. In other words, you've mastered all of the day to day, and now you're actually creating results that go be above and beyond what you were hired for. And I'm not talking about the official job description. I know. And I think Jackie, you mentioned this on the last call. I'm talking about professionals like you that go above and beyond what's asked of you, and you're creating results that aren't really expected, but just doing them anyway, and adding value and being of service. So that's the next level in your growth path from student to teacher, and you're known for creating results, and you're relied on for creating results. I know Lenore mentioned, she was tapped on the shoulder to create results when someone was stuck. So those are the two stages. The third stage is where you become what I like to call an advisor. Now an advisor is the top level. And that's really where

thought leadership comes in. Thought Leadership is somewhere in between teacher and advisor. It's where now you're serving as a role model, you're basically able to pull information from this bushel and that bushel and package it in to a basket of coherent ideas, recommendations, wisdom, for people who can learn from you, they can act on your recommendations and opinions and ultimately benefit from working with you. This is where in your career, you get paid for how you think no longer for how you execute. And that's really what I mean when I talk about being that worker bee. So let's for a moment, let's revisit your personal brand, and that value proposition that we talked about on the last call. Because that was really getting clear on your unique value. Now what I'm really asking is for you to bundle all of your expertise as products. You create products, the results that you create are products. And that's really what I mean, when I say leveraging, you know what you have to bring to the table. I know a lot of you are looking for that next role, right? You've already built a reputation for yourself. You might even be in many cases I've heard, you might even be a one stop solution for others who are seeking your expertise, they're always coming to you for advice or help, or you're helping other people get out of jams or just being there and doing other people's work or, or maybe just taking on more because you want to. If you're looking at your life holistically, let's just put the career to the side, you may even find that there are patterns on a personal level, where you tend to volunteer to be the default driver at home as well. And what I mean by that is you might be relied on to get the job done. Even even on a personal note. Now, that's great. In some ways, that's

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a plus, right?

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We're, independent, we get things done, but this also comes with a heavy burden, because all roads now lead to you. And there's obviously a payoff to being everyone's go to resource, and there's also a cost and the cost is higher when you get pigeonholed into that corner. So when I talk about thought leadership, that's just the label don't get put off with by that it does sound a little ostentatious. It's a business term that's bantered about in the corporate world especially. But all that really means is that you've reached the stage in your career where you can package your experience and your lessons learned. And now you can sell it at a higher level at that advisor level. And ultimately, you're leading as an expert that is no longer swimming in the details in execution mode, as an individual and as an individual contributor, because that's now working against you. So, obviously, if you're in it, you're starting a new role and that's your next level, then you really want to make sure that you manage the perception and you don't you don't go too far into the execution mode, because that was your past life. Or even if you're in the same organization, in some ways, being in the same organization, it's a little challenging because people know you, they know where you came from. And so it's a little harder to reinvent yourself. That doesn't mean it can't happen. But you just have to be mindful of the perception. If anyone wants to chime in on any of the slides, by the way, just jump in unmute yourself and jump right in or with a question.

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So really, where you want to stay is in the teacher and advisor role. The world doesn't pay you for what you know, so much as it pays you for what you can deliver. And those results. And your results speak for themselves. They are observed from those quantifiable metrics that we discussed earlier in the last

class on self promotion. But here, we're actually expanding your scorecard leveraging your qualitative metrics. The qualitative metrics are those which make up the quality of your work, which cannot be summed up on paper. They cannot be put on a resume, they can come through on an interview. They can come through in exchanges and communicating with others, but they really can't be summed up on paper in a spreadsheet. So let me give you some examples of qualitative metrics, because this is really where the next level of leadership, your next opportunity is going to be swimming in.

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Qualitative metrics is where and these are just examples. You have a pulse on let's just say market trends or the business. You communicate risks that are happening or about to happen or you feel could happen. You break down silos across departments where people aren't speaking to one another. I bet nobody on this call has ever experienced that. Right? No one's ever had the silom the walls up right? I'm being funny. You bridge teams together, right? You bridge. You're a Bridger. You keep an eye out for compliance flags or risks to the company. Maybe you're, yvery honed in, on the legal and regulatory changes. And so your, one of your qualitative skills is to make sure that you keep an eye on that and to make sure the company is protected based on those changes. And so, these are all examples of how business could be impacted, how your department, how your peers could be impacted. But really, these are also reasons why people have gravitated to you, as a point person, as the go to expert. Because these are areas where you have demonstrated leadership. And if you're not seeing that right now, and you're not seeing these, these might be subtle things that you do in your day to day job that you don't give enough credit to. But these are areas where you have taken on more responsibility and they can't be swept under the rug, they have to be brought to the table and really recognize first for yourself as your qualitative metrics as your career scorecard and which ultimately creates the products, the results that you deliver. And these all by the way, there's one thing that that these all have in common. It's basically where you have gone above and beyond in your current responsibilities. There's your textbook job description, and then there's what you actually do in reality, and those two are usually not the same, right? You know what you do, but not everybody can sell what they do and sell it. That's really the point of this, this topic.

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So the magic word is leverage. Now, this is universal law, no human who strives for growth in their life, and starts out on a given path, whether that be personally or professionally, no human being remains satisfied, being in one place forever. It's just the way we are wired, right? You'll always want to take on more, you'll always want to grow, you're always going to want to keep your eye out for the next best thing, which is why I said when you start your job on day one, Luis, right, you're always looking for the next best thing. The world is continuously expanding, and so must you. Now this basic need of ours, it ranks right up there with food and shelter. That's how key this is. So when you become clear about where you are, but more importantly, about where you want to be. And that primal need for growth. So success is based on what you define as growth right now. And it's the answer to, I have this on the slide. How much leadership do I want? And when do I want to get there? So if you have your notebook, let's just take a pause right here as an exercise. Please jot down anything that's coming up for you, in terms of what leveraging means to you in terms of leadership. What does having more leadership mean to you? It doesn't necessarily mean starting a new job, right? It could, it could mean thinking about that next role, but it might just be taking on more responsibility. So let me give you some examples to get

you going. And then please jump in if you'd like. It could mean more leadership, it could mean having more people to lead, it could mean having more of an impact on larger projects that are better done on your watch. Or maybe you're part of a team, it could be doing a presentation to a wider group of people or a more senior group of people, it could be training others, it could be speaking on a panel, it could be sitting on a board, it could be sponsoring an organization, it can be an advisor on a project or an initiative.

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It's picking one spot and taking on more leadership. So this is about gaining influence and recognition, and being seen as someone who makes a positive impact in their field. Now, at this stage, what we're describing here is also, I've seen this also where you're about to face off to senior management. Maybe you just got promoted, or now you're working with a re-org, you're working with more senior people. And so you really have to step into a role where you are exhibiting more leadership. And now you're being given this opportunity, maybe you just got an opportunity to join a Task Force. It could be anything. So please write that down. And if anybody wants to jump in, please do so. Luis, I know you're starting. Is there any goal, you internal goal you want to set for yourself in terms of how much leadership you want?

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Well, yeah, because for me, you know, I'm getting ready to start in, in two weeks. And I kind of played around with the idea of maybe how would I hit the ground running, but since this whole process, though, is kind of, like evolving, and just basically waiting on the paperwork to go through and all these things, I felt like, it would be a good idea to maybe like, reach out to, to the folks that I'll be working with, in advance and sort of be proactive and say hey look, I mean, like, right now, I'm just kind of using my PTO just, to get ready, and because things are in my current job, or like, you know, the projects, like in the valley, and there's not really much going on, but I kind of played around with idea of reaching out to them and saying, hey, if I want to sort of hit the ground running, is there anything that maybe you can forward me so that I can be acquainted and be better prepared with? What's going on? I don't know if that's even possible. So because I'm the type of person that I know, they might give you again, for me, this is all new. I've heard, I've heard people say, Well, you have like a 30 day trial period, you have a 60 day trial period. I don't know. But you know, I, you know, I kind of like just don't want to be put in a position where, let's say it's been like, let's say, like, 60 days, and I'm still sort of getting used to it. I know, people learn at different paces. But I just feel like I want to really sort of prove that, and say hey, look, I can do what I do, because I am coming from a different industry. Right. So, that was one of the things that I had in mind.

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I love it. I mean, I think showing you're not getting paid for that yet. Right? You haven't even officially joined and you're looking to just, you know, form connections before you actually join the group. I think that speaks volumes. I don't think that's often done. I have seen it done with people in the past, in past lives, but it's not often done. So just, taking on leadership in that in that regard, it also establishes camaraderie. Plus, you know, you just moved. So that's also a whole other way to connect with people. That's great. Thank you.

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Okay. All right. So let's make a note of how much leadership and what the clarity is for you in terms of your next step, your next opportunity, and this is also making a mindset shift going from what I like to call worker bee. Right, taskmaster? Someone just said recently on a call, you know, I've been the taskmaster for way too long, right. And this is someone who's been in their career for I think about 15 years. There are people there are professionals that have been doing their role for years and and reached a very high level of compensation and even may have the title but they don't feel like they're, they're doing as much as they can in terms of leadership, they don't feel fulfilled. So this is also in many cases, it's making a mental shift from task oriented thinking to strategic decision making. In other words, going into more leadership. So whether you're a project manager, whether you're an analyst, an accountant, working in sales, it doesn't matter in any profession, if you believe that you deliver value, then your job is to dig in your heels and learn everything that you can. Now fear is, is a very strong factor in a lot of this, many professionals struggle with that fraud factor, fearing that they will be exposed, right, not knowing only their role, only knowing their role on the ground for so many years, they don't believe they could actually move on to doing anything more. So that's also something that I've seen a lot from coaching people over the years, if that's coming up for you, let's nip that in the bud. It's normal, but you can't really move forward, if you're concerned that you've been in your role, or even if you switched roles, like, going from black to white, right? There are a lot of people that I think that someone mentioned recently that they went they switched completely departments on this call, right, they went from one area of the business to another area of the business and brand new mindset, brand new way of being measured on their results. So regardless of where you're headed, you really have to switch gears, put on the new hat, and really recognize yourself in a new leadership role.

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So let's just level set here as professionals, we are naturals at analyzing, digging into details, forming patterns around things, following step by step procedures. These are all examples of how you might be in the details. Even when you're having a conversation with someone. I know that this is an example, a scenario, everyone on this call has been in where, let's say you're in a meeting with someone, whether it's one on one or in a group, and you ask a simple question a status, let's say, and instead of them giving you the answer, they're going around and around and around, and they're telling a whole story, and you're just waiting for them to finish, right? That's what I mean by being too much in the details. And that's an exaggerated example. But even in your career, it's almost like you're on this hamster wheel. And my job is to get you off the hamster wheel, because you need to, if you're going to move into more leadership, wherever, whenever that's defined by you, you have to step away from the details and execution mode, leverage your analytical skills, leverage the fact that you know, how things run and all the processes, and you know all the players and you know how to navigate people and different areas of the business, but you don't have to be in it anymore. That's really the difference. So worker bees, and taskmasters are in the bowels of how things work, which is great, because you can leverage that and it pays off later on. But you don't want to stay there forever. So let's just do a quick self assessment, you know, you're ready for more leadership. When you are number one, these are just some key indicators. It's key

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flags, you are ready to be more visible, you are clear on how you make a difference. And you are able to bring people together. And how interesting that was something that Luis just mentioned. His main motivation he has just defined leadership from his point of view is, I want to be part of the group, I want to be part of the team I want to include myself with the people I'm going to be working with. So I'm going to reach out to them before I actually start. That's a perfect example of taking on more leadership. That's the difference between a job and a career. These are just examples of demonstrating more leadership.

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Now, a lot of people have asked me on the newsletter, this is a theme that's coming up a lot, where they say, you know what, Marisa, I want to take on more leadership. But I don't want to manage people, and I get that I did a lot of matrix management for a lot of my career, where I had dotted lines to people, in addition to a core IT group, because technology really had its tentacles into every part of the business. And so there are people that I quote, unquote, how to manage, but they didn't report into me, and it's very frustrating. And then of course, there are roles where, no one directly reports into you, like some project manager roles, right? That's a perfect example. Now, you don't necessarily have to have a team of people, but you do have a team of projects that have people on them, right?

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So let me just, because this came up on the survey from someone. This is where leadership diverges with management and supervisory roles. Management and supervisory. Those two are not necessarily leadership, it would be great if in my core belief, a manager and a supervisor should practice leadership. But on paper, you know, textbook definition they don't have to and that's why people get a lot of very frustrated with their management because they feel like they should be doing more. So that really is the difference. But if you're not interested in managing people, or maybe you just want a small team, or maybe no team, this is about practicing your ability to bring people together, it doesn't mean you have to manage them, it just means that you are able to, to really make people feel included in a room. Because you need to feel included in a room. And if you're leading, if you typically tend to want that, then you know, the Law of Reciprocity says that you have to include people as well to make them feel included. And that's really what makes a great leader, great leaders increase their influence own their authority, by establishing trust. And the only way you're going to establish trust with your new team, which is what Luis was just alluding to, or your existing team or the team you had yet to have in this new next opportunity. The only way that's going to happen is if you practice your ability to bring people together. So this is leadership, not management. And don't get caught up on whether you've ever managed anybody or haven't. It's leadership, not management. And if you're really good at inclusion, and making people feel comfortable in a room, then you can sign up to be a leader of 10 or 100 people, you just have to know how to really create that experience for people. And that's really what what this course is all about.

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Another way you know you're ready for more leadership is when you feel you might be trapped in the details, you're tired of the routine, the monotony, you've outgrown where you are, and yes, right. And you don't feel valued, and you're ready to take on more. And I would say that last one is probably the most that last bullet was the most strongest feedback I got back from the newsletter, from the

community. I know what I do, I'm great at what I do, I believe in myself Marisa but I don't feel valued. And I'm ready to take on more. So I'm here to tell you that if you're ready for that next chapter, then you can create that, you can make that happen. And again, if you've outgrown where you are, then that's a human need, right? It's a primal human need, like food and shelter, you have to move on. Because if you stay where you are, you have no idea of the ripple effect that's having on your family, on your health, on your finances, on your home. It's just a ripple effect everywhere. A lot of people put blinders on, they don't realize that ripple effect, but it really does. So, so we really want to know that, that you're that you're ready. And this is about being ready to unleash. Jackie, do you want to add anything to that? share anything that's coming up for you?

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Well,

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I'm thinking for me, I'm a people person, I love working with people, I love helping people to get to a place where they now feel like they've accomplished something themselves. And, my job is, I've always said my job is a job, it's a job I had to do and take because I have to support my family. But as you know, being in theater is where I have been able to actually be a producer and work with people and help to put productions together, and be a part of this great, very, like hard working supportive team, and actually be a part of it as well performing with them. So yeah, that contrast, I just would love to bring that same personality into work and be able to do that. And it's, you know, where I work, it's very difficult, because it's a type of work that it is. Well, part of it. Yeah, that, but I do, like feel that. How you mentioned the monotony, it's just like getting to me, and even stepping up to the plate and having the discussion with the boss about doing more and making more money and all that stuff. It's just like, right now, with what's going on. That's the the theme that they're using for it. Look, we can't do anything about it right now because of COVID. So,

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Okay, well, right and, and and that's, you know, it's turning away, not pushing away. This is where you can create your own opportunities and maybe explore other areas. And just keep it open. Just me speaking up. Yes, exactly. Right. Exactly. Now, that's great. Thank you for sharing. I think that I mean, everything here is pulled from content pulled from people that I've coached, that have been in your shoes, so you're not alone. So you are an expert in your field, I want everyone on this call to keep that present, you are an expert in your field. And what I've been hearing a lot from from others is that the environment that they're in is really dragging them down. And this was before COVID, it was always dragging them down. And now it's getting worse. You know, you don't need to scramble and plan out the next three to five years of your career as a fixed path, right? It will unfold. But you have to start somewhere. And you have to lead from a place where you see your future potential without necessarily fixating on what it must look like. And that's really where it becomes your point of power. Luis, for example, had completely switched industries, as he just mentioned, right? Never thought that was a possibility. When we first started coaching with one another, he had said, You know what, that's my biggest fear. How am I going to convince people that I could work in another industry, I've been doing this for years, you know, it's a fear, it's a fantasized experience that appears real. That's what fear

stands for. So don't limit yourself, let's not go out too far, three to five years, I'm just talking to 6,9, 12 months.

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So two questions, please write this down, as you see on the slide, where are you now? And where do you want to be? And if you're clear on where you want to be, not necessarily the place, I'm talking about the feeling. So I'm talking about Jackie just mentioned some things for example, with theater. And, and maybe your next role is not in theater, per se, but it still brings the same experience that you want to feel and you want to gain maybe supervising people, empowering people. You know, if you're a people person, then obviously you're not going to go in a role where you don't have any face time with people, if you like to speak, if you like to present. You know let's focus on not necessarily the where, but more of the what and what you see yourself doing and gaining. I'm also going to go back to the life purpose statement that I gave you on the last call, because those three questions will feed right into this, because that's who you are, right? If you like to empower people, if you feel like your mission is to empower motivate people, for example, or to inspire people to be better at what they do, then that's the next role. That's the next leadership role that you want to find yourself in. So just jot down in your notepads, some of the things that you really enjoy doing. If you basket weave for a living, and you really love teaching people how to basket weave, and then doing presentations on basket weaving, then just jot that down, the presentation piece, the speaking, the step by step, the best practice guides, anything that you just extract, extract all the juice from of not even this current position, but even previous roles that you've had, so that you can get more clarity. Now, don't get lost in the labels and titles of the ideal roles that you're looking for, because that'll just set you back five steps, just focus on the things that you want to experience, focus on the feeling. Examples is maybe training others. It could be, you know, creating a curriculum, a best practice guide, there are all types of avenues which you can go in.

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Now, the next thing I want to focus on is more of those qualitative metrics, because this is where we're going to vet your career portfolio, and get really clear on what those qualitative metrics are. So some examples, your best practices are your proven results. And that's what you have to sell. So when you're in a meeting, and even if you're not leading the meeting, and you're all talking about a specific direction that the department is going in, just by chiming in and saying, This is what I know would work. This is what I have experience on. If you don't want to use those words, that's fine. Just chiming in with an opinion on something. Based on your experience, based on your results, that's when you demonstrate more leadership. So if, for example, you have learned how things work, and you can speak to the improvements, that counts, that's part of your best practice, manual. If you've taken ownership in your area, and you know, the role in and out, you could advise on it. That's also taking, your best practices and packaging it. If you've recognized repeating patterns of helping people, also an area, I want to share a really quick example of someone that I worked with many years ago, she was, I forget her exact role, but she just had a very senior role in finance. And she was tapped on the shoulder because the company was desperate to find someone in the data governance space to just lead this program just for one year, and then they would give it to someone else. But because she demonstrated so much leadership in finance, and they knew that she got results done. They felt she was the best candidate for this role because they didn't have anybody else who had the exact experience of data governance at

the time. And you know, when she shared his story with me, she said, You know, I didn't have any experience in this, but the company didn't care, what they cared about. And they said to me was, I was someone who was always able to get results and to get things done. So that's what I want you to focus on. Don't get caught up in whether you've done something because if you feel it, you can do something, and you can ramp up and learn it, I'm not asking you to go on a wing and a prayer. I'm saying if you feel in your gut that this is a stretch for you, won't break you, you can get there, don't worry about that you can gain that experience, you can learn the skills. The focus is more on whether you feel and whether you have proven your results and getting the job done. And these are areas where you've leveraged your best practices. And it could be as simple as looking at an invoice or an internal report and questioning why the company is being charged so much. Or it could be looking at something and saying, why aren't sales higher, last quarter, we were doing much better, what is the variable here and then going in and figuring that out or finding someone to help you figure that out? Right. So don't get pulled down by your current job or level, Environment is everything right? If you're not really where you want to be, I want you to just sort of step away from where you are, and maybe it might be best to do this on a weekend when you're not in workload. I want you to think about what you've learned over time, and now can package as that advisor and teacher role that I introduced to you early on.

36:27

Now let's also talk about ways in which you've observed others work. And I'm not talking about whether you're their manager or their supervisor, you simply have observed other's work. And you found ways that they can work smarter, based on your experience, and you've just advised them. And so whether they were grateful whether they said thank you doesn't matter, you were a part in that improvement process. Have you heard other people's challenges? have you discovered ways that you can solve their problems. That also counts. Have you looked at one department or one function, and suggested change or recommended a change or implemented a change that had an impact and improved results?

37:09

Now, if you're just starting in your next role, and you're ready to hit the ground running, just to see what are these, then these are things that you want to think about as soon as you hit the ground running in this new organization, because you really want to make your best first impression. And you want to be of value, not just doing the cookie cutter boxed in job description that you were given. You want to go above and beyond and look at things so that very quickly, you can be recognized as someone who adds value.

37:40

Now, as another example, I was coaching someone about a year ago, she was just a few weeks into her, actually, I think it was like two months into her job. And she texted me frantically because all of a sudden, she was asked to do a presentation. It wasn't long, she was just asked, she was asked to contribute to an existing presentation to the CFO. And she didn't understand why she was being called on to do this. But later on, she did it, she knocked it out. But what she learned from that experience is that she really hit the ground running and stuck her neck out early on, showing the data, gathering the data showing some key metrics, which really put her name, her face on the map, and gave her some credibility very quickly. Now I will say there was also a backlash from colleagues, even people who were her peers that felt like wow, new kid on the block. How did you get this presentation opportunity so

quickly? You know, that's a whole other story. Right? That's, that's another piece of the puzzle that you have to deal with when you're working in certain environments. But aside from that, hit the ground running, sticking your neck out, taking small amounts of risk and making yourself memorable. These are all qualitative metrics that will make that happen. And just as you just said, Jackie, speaking up, right, doing more of what you need to do in order to add value. And that's what you're known for.

39:06

Another qualitative metric. It is the number one metric in my mind as a thought leader, as an expert as anyone who is in any type of leadership role. Are you a Bridger? Okay, are you a Bridger? And if you're not familiar with that, I don't even know if that's a term. I think I might've made it up. I'm not sure. But I use it all the time and people get it. It basically means you are someone that people keep coming to for answers and how-to advice and you help people in other departments get answers from each other. You help people in other functional areas, get answers and get the job done. You make the phone call, you send the email, and even if you don't work with these people regularly, you bridge and think about this in business as two departments or two people speaking completely different languages. One person speaking Spanish, the other person's speaking Russian, and you happen to speak both. That's what I mean by a Bridger. You translate things. Now in my own personal experience many years ago, when I was running a business intelligence function it was a global role. And my responsibility was to dissect and get all of the information that were coming from these research strategy systems and translate them to the data group so that they can do reports from them. But the data group, the business side didn't have a clue about what these engines inside the research systems were doing. And this is also where you come in, right, Luis, the product manager has to be right there in the middle between that translation. So even there if you're in a technical role, you have to translate. And that's a Bridger. Some people do this for a living product managers do this for a living, right, Louise, you're going to do this for a living as a Bridger.

40:53

Yes, soon. We'll continue to do it. Yes. And I hope I can do it well, so

41:00

And by the way, to be a good Bridger, you have to have great communication skills, or soft skills. And that's why I spent so much time on it on the last call, all about the soft skills. So if you are seeing yourself as a Bridger, which I am pretty sure everybody on this call is, then please recognize that and make sure you own your authority, when you're on that interview, when you're talking to people that hold the keys to either referring you on to the next opportunity. It's not often talked about, it's so key, it's a major qualitative metric that you want to bring out there.

41:34

I also want you to look up the ladder and this could be lateral as well. Where can you learn from other people? If you want a tole, whether it's a different industry, a different company, same company, different position, don't be hesitant about reaching out to them doing that outreach, do some digging, learn how those in other operational areas, as an example, are running their units. Take back that knowledge, or maybe you just want to pick somebody's brain and just bring it back to your unit, maybe you don't know how to do something, right, you want to take it back and really hit the ground running.

So who has reached the level that you want to reach, whether it's in that organization, or maybe somebody outside if you want to just be safe about it and do that so don't forget about the people that are even inside your network that can support you, and introducing yourself. This equated in my world many years ago to doing site visits. When in tech, when you are for instance, standing up a new system, if you don't know everything that you need to know, if you don't have everything laid out, you go find people that do know how to do it. And so I would literally find people who were in the industry, whether I met them at a conference, whether I met them on a webinar, whatever that might be, I'd pick up the phone, I look up where their company was usually they were in the New York City area. And I'd say, Hey, you know what, I'm 10 blocks from you, or I'm downtown you're uptown could I come in? Can I come into your your shop and see what you're doing with this product? Or how you did it? Because we're about to do it too. And I want to learn from your mistakes. So that's a typical conversation I would have there's no shame or blame in it. It's all part of your research and development mission. So really stretch a little bit and think about the people that you can learn from. I also want you to look beyond your function, and ask why. Why are things run the way they are? How do you contribute to the bigger picture? or How can you contribute to the bigger picture? Question the things that are being done, question the products and the services, how can you get more exposure to what's going on in the front line and how the company is profitable, how the company is serving their constituents and their community. And you don't need to be in sales, right to get this exposure, you can talk with people in sales, you can talk with people who are in the front line, but really open yourself up to a whole other section of the business, if you intend to stay in that industry or in that organization, because this is really where career mobility comes into play. But it's also where, you can get the intel that you need, if you are thinking about moving into a new type of role. So you want to open yourself up there as well.

44:25

You also want to think about how do you make a difference given your skills and your experience and why you need it and why your skills needed. And as Jackie said, if you feel like things are a bit monotonous and you're not feeling like you're growing then maybe your skills aren't needed right now, maybe you've maxed out you've capped out at the ceiling and and so that's an awakening. So then where can you take your skill somewhere else and again, that comes from, we're going to Deep Dive into the networking aspect of this, on how to do that outreach. But don't assume that, your capped out and you can't go forward. It's the skill sets and how you can leverage them somewhere else.

45:18

What you just mentioned for Jackie, I was actually there in that situation, actually about a year ago, but I kind of took action recently. But, it was sort of like a drag for me to, you know, sort of go into the office and basically do my day to day. So now I'm in the remote work environment, it's sort of like, it became even more of a drag, right. So, you know, I would be sort of logging in, and I'm like, Oh, my God, I don't get any emails, my inbox is not getting filled. I was basically used to sort of having a day to day where I'm, I used to be involved. But when this whole thing started it sort of started dying down. And then it just so happened that particular project I'm working on, sort of hit a low point, and then that's when I said, Well, you know, I've been wanting to do this. And now, I think it's sort of the time I'm getting all the cues to basically go ahead and do what I said I was going to do a year ago, and that's how basically, it happened for me. And so, I reached out to Marisa, and we spoke for this whole time, and it just sort of unfolded in this way. And that's how it happened. So it's a little kind of scary at first I was very scared,

actually. Because like I said, I was basically trying to get out of a system. I basically worked for public sector for basically, eight years. And that's where I started. But, you know, I felt like, well, I get out of here because I've got to market myself a little harder. It just sort of happened so quickly in the past, maybe a few weeks. So yeah, I was in her shoes basically.

47:37

Yeah, it happened very quick. Yeah, thank you, Luis, I appreciate this, I'm actually it's the perfect timing, because this next exercise is something that you had done and it really will help you if you are somewhere where you do not want to be anymore because there is so much resistance when you're in a situation. And I say this on a personal and professional point of view, you could be in a marriage that you don't want to be in, you could be in a home, you don't want to be in, you could be in a career, you don't want to be in. There's so much resistance, when you're in a situation that you don't feel you can change. The best way to get out of that and to really move in the direction you want is to visualize, visualize, doing what you would enjoy, visualize leading with what you are good at. Feel into creating and adding value that's meaningful and working with people that are meaningful. So there's an exercise that I will give you. And it really gives you some prompts into what that visualization would look like. And this is an exercise I gave really early on. Because when I asked him, when do you want to start your new job? He said, No more than three months. And that's exactly when he got his new job. Just exactly three months after we started working together.

48:53

It was very close the estimation so I don't even know.

48:58

Yeah, it was very close. We actually got it down to a day. I think it was June 1. And you know, here we are in September. But what I did for him was I had him answer some of these questions. And I'm just going to write, I'm just going to call some of these questions out for everybody to jot down.

49:36

So just recapping what I said, this is a visualization exercise. And let's just open up our notebooks. And you can even, if you don't want to write it down, you could just close your eyes and just think about these questions I'm going to ask you. Lenore are you still listening in. All right. So let's just you can close your eyes or you can take your notebook, I'm just going to call out some questions here. And I want you to write down or think of or visualize anything that comes to mind when I'm asking these questions. Okay, so just to really frame where you want to be in your career. Alright, so here we go. Deep breath in. In from the nose. Out from the mouth. Okay.

51:30

How do you travel to work? How long does it take to get to work? How do you travel to work? How long does it take to get to work?

51:47

What car do you drive? What car do you drive?

51:56

What time do you wake up in the morning? What time do you wake up? What are you doing in the morning? What are you doing in the morning? What do you have for breakfast? What do you have for breakfast? How many people are on your team? Do you have a team? How many people are on your team? Do you have a team? Do you work outside or inside? Do you work outside or inside? What options are there for having lunch? What options do you have for having lunch? Are you seated in front of a window? What do you see if you're seated in front of the window?

53:27

Do you regularly sit in a conference room or boardroom? Are you invited to sit in a conference room or a boardroom? Are you in an office? Who are you eating with at work?

53:56

Are you eating alone? What are your colleagues like? What are you doing with your colleagues? Are you laughing? Are you going to the Christmas party? Are you having a coffee break. watercooler break? What are your colleagues like? What do you do for personal fulfillment after hours? What do you do for personal fulfillment after hours? What time do you start and leave work? What time do you start and leave work? Do you enjoy mainly face time with colleagues? Or are you usually on the phone? Are you having more face time with people or are you usually on the phone?

55:09

What time do you usually get home for dinner? What time do you usually get home for dinner? And what are some things that you're making time for after work that are not work related? What are some things you're making time for after work that are not work related? Okay, so that's the close of our prompts, I have an exercise that I'll give you. The purpose of this exercise is really to get you into visualization mode again, and to really create the experience that you want. If you want to start working 15-20 minutes from home. Do you want to spend two hours commuting? These are questions that will get you into a feeling. Does anyone want to share anything that came up for them that they wrote down and got them a little bit excited, or they can almost taste it.

56:21

I was just going to say I had a very real experience, I realized that my current life is about 60 to 70%, close to where I want. But it's a matter of degree. So for example, I really need to be putting in 16 hour days, 14 to 16 hour days right now, given what I do with what's going on in my industry. And it's just way too much for me. If I could dial that back to about 60% of those requirements, and have a lot more balance. I love my team of 10 people that report to me, it's fabulous. I love the level of exposure that I get all the way up to senior management. I love the building itself is beautiful. But I like my own office, which I used to have, and now we don't anymore, but there were qualitative differences, I think in my answers to the prompts, as opposed to the quality of life that I'm experiencing right now. So it was good to see that I'm much closer to my ultimate experience or what I like to do than I thought, what I would have thought originally before we started it, so it was actually really helpful.

57:34

Oh, I'm so glad. And I know, you said that the hours right now are what they are. But you know, hopefully after today, and you could start thinking about maybe some delegation or some things that get the monkeys off your back, if you can drop those hours a little bit, even if it's cyclical. You know, and really leaning into a life that's more balanced, work-life balance. That's another thing that came through on the survey.

58:02

58:04

Thank you. Yes. I don't know of anybody who really has an office anymore, especially with the open open offices now. It feels like you're cattle. Yes, a year ago, and I hate it. I hate it.

58:21

Yeah. I actually was in one company a couple of months ago. And they have these little lights on each cubicle. She's actually legal counsel. And she's in a cubicle. I could not believe it. And she had these little green and red lights like little tiny little traffic lights at the top. To tell you when you can talk to them. Yeah and it's tied into outlook. So when you're on and offline. It actually is like wired into whether you're there or whether you're not and she just felt like it was so dehumanizing, demoralizing.

58:59

Yeah, I completely agree. Yeah, micro-managing. Oh my gosh. micromanaging. Yeah. So it's really interesting. But this is really how it works everybody. . So I mentioned Luis, he did this exercise for himself. He went, very extreme differences. And I just asked him recently, and when we did the happy dance together, he got his new role. I said, let's go back. I want to see your homework. I want to see what you wrote and see how close it is. One of the things that I also recommend, this is something I always tell people when I begin coaching them, if they want to move to a new role, I always say let's get out a piece of paper, I give you a resignation letter template, I have it all cookie cutter so you don't have to write it, I give it to you. You tweak it in your own words, you print it, you sign it, you put it in a drawer and you never look at it again. That's also another great way to visualize because now you've put it out there, you find it. It's real, share it with your spouse, share it with your kids. And then when you actually resign, guaranteed, you will either make the month and the day or give or take a month from that date. But it works like a charm. So again, another visualization technique, writing things down, by the way, everybody is the most powerful tool you have in your life at your fingertips literally. It exponentially will attract the things that you want. And there's a very good reason for it. I don't know if it's scientific, but I can tell you the reason, it's because you give your mind 17 seconds or more to focus on whatever thought you have when you're writing. So when you're writing, if you think about it, you're forced to focus on the page and the pen, your brain is only looking in that direction, you're only focused on what you're writing, as opposed to computer, texting conversations, right? We're all over the place. But writing, it is the most old fashioned tool. And it's really why people say always write down behind your business card, write down what you want in your life. 17 seconds, that's all you need 17 seconds to write and focus on what you want. And I guarantee you this journaling prompt exercise takes more than 17 seconds. And from a personal point of view, I can share many stories of how writing has really helped me create the things that I want in my life. Including recently, I got to lead a retreat, I never

thought that was possible. And then somehow I just manifested it. I had to write it down about a year ago. And now I have an In Our shoes retreat. Of course, I can't use it. But I you know, when I when I eventually can have people over, it would be a nice thing to do enjoy.

1:01:32

So on that writing may I ask you do you mean writing with a pen and paper? So writing with the computer doesn't do it? Because they're not learning cursive. They're not learning to write with pens and paper and everything anymore. So I'm just kind of curious about that. Yeah, mine neither, yes, I have a 15 year old and an 11 year old. No writing on computer is just as fine. What I would suggest in the case of writing on the computer, taking images, and pasting copy and pasting them into a Word doc next to whatever you're writing. So for instance, if you want to drive to work, that's 15 minutes, you know, have a picture of your car, have someone take a picture and I'm, I'm going all out here, have someone take a picture of you sitting in your car, take a picture, waving goodbye with a happy face, and then putting that next to the ideal job description, which says I am happily driving to work that's 15 minutes away. That's what I mean by visualization.

1:02:26

1:02:26

Wow, ok. I have a whole program. It's part of a whole module I do, which is affirmations and visualization. But absolutely, computer is fine. Because you're just you're so focused. What I do on the computer is, I actually shut off my Wi Fi connection. Because if I'm on the computer, sometimes I get pop ups from people like emails, and it just ruins my focus. So I'll actually shut my Wi Fi. That's one distractor to get rid of the squirrels. The other thing I'll do is I've changed my homepage, my homepage is just a Google search bar. It's nothing else, so that I'm not distracted. Little things like that if you're going to use the computer, but for us as adults, you should definitely have a journal definitely journal out and make it your personal journal so that you can go back. And I'll give you this exercise, you could tape it into your journal. But I know what you mean, the kids aren't writing, they don't even know how to hold a pen or pencil right. Pretty much crazy. And even me, like when I have to make out checks. I just made out a check to someone. And I could see the muscles on my fingers. I wasn't holding the pen, right. Like I just, I'm not used to that anymore. It's like brushing your teeth with your left hand. Yeah, no, that's a great question. No one's ever asked me that. I guess I always assumed that people would just use a notebook. But no, absolutely. Yeah.

1:03:53

So the next part of owning your authority as a thought leader with influence is, and this is so key to the qualitative metrics, it's really simple. It's a simple concept. It's finding a void and filling it and that also requires having some tough conversations. So let me explain what this means. I want you to look at where you've been where you are. Because there is an unspoken it's not talked about there's an unspoken vault of overlooked opportunities that are found in every organization in every department. Right, throughout your team. There are always voids which require a rescue or rebuild mission and you know only too well where those are because they eventually find solution driven folks like you to pick up their cause. It's just the way it works, you always get wrapped up and pulled into these things. But

really, going back to the bridging, these voids are communication gaps and they grow wider due to silos for example. They also show up as process flow inefficiencies, breakdowns. They show up as superiors or other managers and other areas who lack planning and leadership. Someone just said on a group call the other day, you know what, her manager, how she put it, my manager - the way she leads is, the sails are always changing. The sails are changing in a different direction. And you think about that visually you're on a boat. And the captain is always going in a different direction, right sails are always changing. Those are also voids that you can fill. They are process flow inefficiencies, management's misplaced priorities, how many times have we seen, observed a manager putting priority on something that is completely different to the practical, realities that their team is facing, a total disconnect. A failure to listen to their people, a lack of training, and the list goes on and on. What I want you to think about is the muddy waters, the muddy waters, which will keep a department or a team from being successful, these are just parts of growing, sometimes organizations grow, it's okay to have muddy waters, but you as a subject matter expert, if you have an upfront picture to those muddy waters and what those voids are, then it's your responsibility to flag them down. And also use it as a ripe opportunity to leverage and institute change in those areas. So if you have heard for instance of other people's challenges, and discovered ways that you can solve other people's problems, I know that there's a side effect to this, you don't want to take on other people's problems. But again, if you want to make yourself relevant inside your organization, that does come with a leadership role you're always taking on and thinking about new clients and how I can take on new clients and how I can grow. If you see a change in one department area or function can impact another department area. That's also where you're leveraging and adding value.

1:06:46

And this could happen, how you do this, you can throw together a meeting and just address the problems, address the elephant in the room and solution it together. And we can go into further offline, if you do want to have a call at any time between these calls on anything that I share, a little deeper dive, that's completely fine. This is about having a pulse on any one of these. And that's what triggers the tough conversations and how you can hone in and highlight where change is so desperately needed, while at the same time leveraging your expertise. And as Jackie just mentioned, speaking up, you drive decisions when you speak up, when you make recommendations on new resources, client prospects, vendors, technologies, when someone like you understands the challenges and can speak to how to resolve them, you're leading with influence.

1:07:34

Now, keep in mind, you are suggesting the support and expertise needed to get the job done. You are not the designated fixer upper. And that's the biggest black hole people fall into. I have seen senior ED's, senior executive directors, in very large organizations, because they came from the taskmaster worker bee days. They don't know how to step away from the bigger picture, from the details. They have to not only make the recommendations, but they have to make sure that either they or their team goes and fixes the recommendation. And that's also where you want to be, you know, a little mindful of. When people come to you for answers or how-to advice you're not they're problem solvers, or the decision maker, you're pointing them right think of a traffic guard. Think about when kids, maybe you as a child, right? When you were going to school, I still have this very clear picture. In fact, I never forgot her face. The traffic guard was named Barbara, she had red hair, she used to help me cross the street.

And she used to guide the traffic, right? They're just, they're just images that we have in our mind. That's what you are, you're guiding traffic. You're saying Hold on. You stop, you go. Let the kids cross. So that's also where you're showing up as a thought leader, you don't have to be the fixer upper. You have a keen ear for listening to the patterns, if you're a good listener, which, by and far people who I've worked with, whether it be through these types of calls, coaching, whatever. The people that I do work with, tend to be excellent listeners, very mindful people, professionals, by no coincidence, because I attract who I've always been, I've always been a good listener. And, not bulls in the china shop. So people like that, they see the recurring patterns and the communication breakdowns. And, if you're doing that, then it's your responsibility. And I'll just repeat that it's your responsibility. These aren't nice to have suggestions. It is your responsibility to help others think through what needs to happen without a perception that you can fix what needs to happen. And therein lies the difference. That's what makes a thought leader of influence that's how you're owning your authority. And I think that a lot of people are concerned about the fear and the the backlash to having these tough conversations. But again, if you're looking to grow if you want your team to grow, how many times have, I can think of so many times when someone on my team would come into me and say, You know what, I really want to do more. I want to grow more. I just came back from maternity leave last year and I feel like I'm stale. I want to do more. And so I always loved when I saw those people. I would look for projects for them to read, or even just be a fly on the wall to learn. And you are as well right, as they said, it's a primal instinct.