

# Own Your Authority As a Thought Leader with Influence Part 2

**SPEAKER: Marisa Santoro**

00:00

The next topic I want to dive quickly into is your clients. Everybody has clients, right? Your business partners, your colleagues, your team, your peers, everybody, everybody is your client. Now, a typical question that I'm asked, especially when someone just starts a new role or transitions to a new part of the organization, they say, Well, where do I start? You have the textbook definition of what your role is, but who do you start working with? And I always say the same thing, you start with the low hanging fruit. You start with the clients who will benefit from all of the things, that you do the best, and that can really benefit from your solutions and your best practices. The clients that need the most rescue missions. The clients where you can help save their projects or programs, because you've seen the pitfalls. That's really where you want to pick your spots. Those that you feel most passionate about helping because you know, you can institute change. Inspiring energy, your inspiring energy will mobilize people into action every time. Recently, I was talking to someone, I was coaching someone, and she said, You know, I created this model for people and not everybody latched on to it, even though they were supposed to, not everybody latched on to it. But over time, she realized, you know what, I used to get so frustrated because not everybody latched on and just followed what I was preaching in a way. And it did work for everybody who did take it on, but not everybody followed my approach. And it was really frustrating, because she wanted to serve in a bigger way. And then she said somewhere along the way, I realized, it's not my responsibility to feed everybody, if they want to be fed, if they want to come to water, and then drink from the water. Great. If they don't, that's okay. And so just letting go. And recognizing her best clients were the ones that came to water, and that drank the water. And that came to her for more water and refills. So how was your low hanging fruit? There are people out there that are struggling they're not getting any attention.

02:02

I was working for a government agency, a county, actually a township. And, she said that she has sent out a quick survey of some satellite offices in the county that never get any attention. And she said, by just sending out a survey, a simple survey about some of the challenges they're experiencing, she said, she got so much feedback from email, because they all thought, Well, wow, thank you for reaching out nobody else has asked this question before. Nobody else seems to care in this county. You know, we're just sort of swept under the rug. Thank you so much. And you know, what she decided to do? She's rolling out a new training program, she decided to make those her best clients. Why? Because she knows that they're hungry. She knows that they want the attention. She knows that they will do whatever she tells them to do, because they're getting the attention they they've been wanting and missing for years. So that's how you pick your best clients. So these are your stakeholders, these are the people that will become your raving fans. You think about a concert, you are on that stage, you

want to grow your raving fans. And of course, there are a certain parts of the organization that maybe you've just enlisted to take care of because you just have to. Maybe they're the whiners and complainers and you can't get away from them. And I get that. But what I'm asking you to also do is look for the raving fans, look for the low hanging fruit, because what will happen is that group of people will shout your name out to the rooftops, when you do a good job for them. It could be one person or it could be 10 people. You deliver the results for those people and I promise you your name will disseminate and grow like wildfire. Especially now people feel so ignored. They feel so isolated. Mindfulness meditation, these are the top Google search terms that are coming out on Google, if you look at the market trends, people want to feel included, it was always an issue. It's even more of an issue now, especially with this remote working situation. So think about, when I talk about clients, think about those that need you most, and go back to that life purpose exercise, because that life purpose exercise speaks to who you want to serve, as well. Remember that ideal world that you see for yourself. Speak to that as well.

04:10

All right, let me get to the next slide here. I don't know why my slide is stuck. Okay. So now let's just briefly talk about who are your clients.

04:21

Clients could be either in your organization or external. But if you're not clear on who they are, they're the ones that will benefit the most and why you and your team would be the best consultants to address their problems. So this is an ideal client exercise. If you need any further deep dive onto that, please jump in, I'm happy to coach you on this call. But clients are also people that you have not yet met. And even when you're thinking about jumping into a new, like Luis is starting a new role, a new leadership role. He has yet to meet his clients. He's already met his team, but he has yet to meet his client. So the first thing that he's going to do is get really clear on who he should serve and who would who would benefit the most. And ultimately getting clear on what results that you promise your clients. Who would love the extra attention? Who would you want to give a little extra time to? And how will your proposals and recommendations make a difference? These are all results. This is your pulse. This is your pulse on your client base. This is your pulse on your market. So it's all about the results.

05:28

Another clarity question is What problem do you solve for your clients every day? These are your existing clients? And how do you provide for them? And are you addressing those problems? You know the inbox never really ends, it keeps refilling on a day to day basis. And that's not what I'm talking about. I'm not talking about a help desk and closing out every ticket. I'm talking about what problems do you solve, where you have your clients back, where they can sleep easy at night? And if you feel like you or your team can do better, then this is a question that could get you thinking about that. And I would even bring this up at a status meeting, and on a weekly basis, or however often you meet. How can we do better? What did we do really well last week? And what can we do better next week? And where is the pain point? You start with the pain points. That's the low hanging fruit as well. Where is the pain? Where is the bleeding? Where do you need to stop the bleeding and going from there.

06:27

Now, I want to just switch over to the consumer market because as an intrapreneur, or an entrepreneur, you have clients, and if your clients were buying your products, this is just standard reasons which motivate people to buy. These are the top 10 things that motivate people to buy. So the top four are whether your product helps someone make money, save money, save time, or avoid effort. So if you think about anything that you bought in the last week, I guarantee you it hit one of those first top four. In one way or another, it hit one of those top four. And then you have the rest, gain more comfort. I purchased the pillow, which was amazing. It's changed my neck, that was something that I purchased a couple years ago, it's changed my life. There's all types of things that you've bought, I want you to focus on the reasons which your clients are coming to you for. This is just an example in the consumer market. But it very much applies to you as an intrapreneur in your organization. So I'm going to walk you through how that applies.

07:31

If you are helping the organization in some way, shape, or form, make money like profitability, you're in sales, you're in product management, and you're in business development. Right, Luis? you're right there in that top top tier, you're in the making money business, you're not a product manager, you're in the making money business, you're helping them create really elegant products.

07:51

If you are in the reducing time and effort, if you are helping the organization reduce time and effort you are in either the technology department, you're in the people department, meaning HR, you're in the procurement department. These are just examples in some way, shape or form, you are helping organizations reduce time and effort. I was in the tech world for many, many years. So that's what I did for a living. That was my purpose in life to reduce time and effort for using technology. Collaboration. This is not a formal job description, but I bring it up here because it is still a product. It goes back to the inclusive gene, you establish transparency. You create open communication channels, you bridge remember we talked about being a bridger or bridging the gap. This is a key part of your product. This is a product, saving money. If you help an organization save money, you're in the budgeting, your finance, expense collections. If you keep the company safe from auditors, regulators, god forbid lawsuits, you are in the compliance or legal department, that's your role, that's your product. If you are meant to extend the brand of an organization, well you're in investment relations on marketing in some way, shape or form. So I put this up because I really want you to think about all the different aspects of an organization and somewhere in here, you fit there, and a lot of times, many professionals I coach, they come from one of the areas, they come from Tech and then moving into Finance. So they go from Finance and then they're going into Sales, right? This is a very transitory type of career path. Regardless of where you are and where you want to be. I want you to get clear on how you offer value to an organization and your team and the team you have yet to join. Because this is your product and this is how you sell your results.

09:44

Now let's talk about engaging people and engaging people to make them your best customers. The only way you will make and engage your clients to become your best customers is to put yourself in their shoes. It's to see what they see. To put on their glasses as if you're wearing their glasses and see what's coming through their lens. And I when I say engaging people, these are not necessarily your

direct clients. These are people who may not even work directly for you or benefit from you could be other people from different departments engaged. That's how you become an influencer. And that's how you own your authority.

10:22

There is a radio station that everybody is tuned into. You're tuned into it right now, as we speak right here tonight. It's called the WII FM radio station. And that stands for what's in it for me. And everybody has that taped to their forehead, whether you like it or not, what's in it for me? So if you're not able to answer that question, and you're not able to tune into that station, you and or your team, then you are not serving your clients, you're not engaging your clients, you're not clear on what your client's need, and you're not clear on what keeps them up at night. So this is a bit of a prompt for you to, get clear. And maybe you do know your clients well, but there's always room for growth, right. And that's how you have to keep yourself relevant by by making sure you instill that engagement. Which leads to my favorite part: gaining buy in.

11:11

So how do you gain buy in and by buy-in I'm going to ask you all to please take out a piece of paper, because we're rolling up our sleeves right now, I'm going to show you how to gain buy-in in areally quick example. And I'm going to ask you to do it off the cuff and we're just going to walk through an example, I want you to pretend that your management, your supervisor, your leadership, has just walked into your your office into your room and has asked you to wing a presentation, which necessitates buy-in from your stakeholders from the decision makers. So you have five minutes to prepare a presentation that is going to gain buy-in. So what I want you to think about is, I want yyou to put your clients right in front of your mind. When you think about your favorite clients, the people that really benefit from you, the people that have liked working with you. I want you to think about one thing that you want to share with those clients. Now you're their solution provider. Right? You're the one that that feeds them. You're the one that helps them live their best life in that organization. And you're being asked to present something that would require their buy-in and to really go with your proposal, or recommendation or whatever it is that you're guaranteeing. There's a quick and easy formula that will help you deliver this type of presentation in no time every time. It could be a presentation. It could be a conversation, it doesn't matter what format you do it, we're just going to pretend it's a deck, you're putting together a deck. So the first thing I want you to do is, and I don't want to go too fast for everybody.

12:56

Do you have a picture of who you want to do this presentation to? Do you have a picture of your clients? That's number one. Yes. Okay, good. Now I want you to think about something that you want to sell, quote unquote, your clients or what you need buy-in in. And if you if you don't have a real example everybody, don't worry, make one up. Make one up that you think that should be proposed that you would love to propose, but it just never got off the ground because of whatever poor leadership, lack of time, lack of balance whatever it is. Okay, so does everyone have a picture of what the results are something that you want to sell to those clients?

13:41

Okay, so now what I want you to do is step one, I want you to write down what are the results and benefits that your clients will gain from whatever it is that you're proposing. I want you to think about their transformation. Now, although they may deeply respect you, they don't want to hear about you. They don't want to hear about all the problems that are going on in your department or the issues that may be a byproduct affecting them. They want to understand why your proposal, why your recommendation matters to them in their lives. In other words, I want you to pretend the only question taped to their forehead is SO WHAT?

14:27

So what? Why is what you're presenting to me or proposing as an idea, an opinion recommendation, a project a program - why does it matter to me? What are the results and benefits that I'm going to gain from what you're sharing with me? Write down one bullet two bullets. You know, this should be quick and easy. If you know your clients, it should be quick and easy. Now if you're just going now, Luis, I know you haven't started your role yet. Make one up What do you think, you know, based on the job description and you start in a few weeks. What is it that you think that they would want to create, they would want you to create. Okay, so step two. Now I want you to write down three bullets. It's called the rule of three. It's everywhere, I want you to write down three bullets. Why what you are presenting matters, speak to the WHY. Educate them. Or you can talk about the three biggest mistakes that they're making, and they don't realize they're making, or that you've experienced and seen has caused a catastrophic effect. Or talk about three obstacles that are standing in your clients way. Talk about the pain, talk about why this matters, talk about, really make them feel why what you're proposing matters. And if they don't get the results, what could be the risk to that, and possibly those are where your three mistakes come in. So the three biggest mistakes that you've experienced, three obstacles that you've seen to get them these results, or three reasons why. And you can do all three of these, and hit the beats.

16:03

Okay, so three reasons why or three mistakes or three obstacles, give them the why. And then lastly, how would your recommendations institute change? So this last one is really, you first introduced the results, but over here at the bottom, now you're digging in a little bit further, and you're talking about the change, the institutional change that those results will create. So what is the institutional change that those results will make to their lives? And why does it matter? It's all blended in, talking about the results, talking about the WHY and then going into the change and how the impact will be made. And after you're done with those threes, this could be three slides in a deck. After you're done with that, you fluff it up with a personal story at the beginning and at the end of your presentation, and you close with any questions. And that's it, five minutes of pure, instinctual action of winging a presentation to your clients, and you're done, to sell them on anything that they want. Now, does anyone want to share any questions? Or maybe you have any insight on this? Have you ever struggled with gaining buy-in. Do you need any coaching around this? I give you this exercise, because this can be a conversation. Someone grabs you in the hallway or on messenger and says, Hey, have you thought about this? I'm thinking about doing this. And then you could come back and say, You know what, that sounds like a great idea. But why would I care? What are the results? What am I going to get out of this? What are they going to get out of this? Is this really going to benefit us in six months time? Could this impact us? Well, you know what, these are three mistakes that I've seen. I've done this last time, you see how this can be

weaved into any conversation. It's not just a presentation. Now this definitely goes into an interview. And and I'll cover this a little bit, you know, later on. But when someone asks you about your work experience, you talk about the people you serve, and the results you bring to the table. And then you know, that classic question: Well, tell me about your failures. This is where you answer that question. Well, these are the three mistakes that I've experienced. And these are the three obstacles that I've experienced. And even though with those mistakes and obstacles I learned and I still created change, with these Result, Result, Result.

18:18

So if anyone has any anything to add, please, please just jump in. Was this helpful? does this give anybody any guidance here on on selling, any proposal?

18:34

This is really helpful. I have about 13 constituents that I work with that you would kind of call clients, right? I'm in a function that has to be the liaison between a number of different groups in order for us to function operationally the way that we need to, so and in that other one, you talked about the people who kind of, I work on savings, but I'm not quite, you know, budget, but I need to help the operations piece I'm kind of, they've called my role being the quarterback, right. And so a lot of it has to be, has to do with my personal authority, which is one of the reasons I was attracted to this course in the first place. But then I've found that I'm struggling to convince people of what I bring to the team personally, but also what my team brings, because I'm running into a lot of institutional barriers about the way we've always been perceived within the company and the way that people within the company feel about our role, people within my department feel about our role as well. So that means like, my supervisor sees us as kind of embattled where he gives me this impression all the time that we've got to be protecting our turf and what our job is, and I'm still relatively new, new enough. I've been in it for two years, but my job completely changed two and a half months ago. And so I'm struggling to figure out what the answers to some of these are. And I probably need to go back to the list of stakeholders that I created at the beginning of this process of coming to this role, and go through each one step by step. So I didn't write down all of this. I'm going to come back and do it again. But write down steps, what this would be, for each one of those 13 or 15 constituents or stakeholders that I have to interact with on a daily basis. But it is very helpful to look at it this systematically. So thank you.

20:13

Oh, I'm so glad you're welcome. Yeah. And it's not really reasonable to get everything down in a couple of minutes. But, given your situation and you know, this territorial protect our turf thing, this is like, old-school leadership, it's not something I subscribe to. And it's the exact opposite to what I was just describing being a Bridger being, you know, the person that gets people to. If you are able to take those territories, which he feels are the enemy, quote, unquote, if you were able to get the enemy talking to you and your team and other departments, that would be a slam dunk, maybe not to your leadership, but it would definitely be a slam for you, for you. Exactly. And according to my values as well. Exactly. Because I'm really struggling. Yeah, I get it. Because I totally get it, you're being slammed for leading in a good direction. But just keep in mind that you are hired, given your leadership, demonstration of leadership. And so there's a catch 22, right, if you want a yes person that just does what they're told, then that's not a leadership role, right. And you are being tasked to make decisions and responsible for

many people. And, part of your role is to protect your people. And no leader is able to protect their people, if they are protecting their turf, you're actually closing up several opportunities for your own team. If by doing that. Yeah. And that's not creating those synergies. So, old school thinking, I say this with love, turn away, not push away and the proof will be in the pudding when you start creating the results they're looking for, he or she is looking for, but doing it in your own unique and authentic way. And that's just a decision you have to make and how you can still lead authentically and stand up for you and your team, without really rocking the boat too much. And I get that, but sometimes you have to rock the boat a little bit, just a little bit, small stretches.

22:22

Yeah. So great. Yeah, and this will be an exercise, so you can feel free to send this into me. But really, this is, you're welcome. So this is really where you observe the work of others and you developed your own solutions and methods for people to work smarter. And you demonstrate your value and your team's value by taking these solutions and speaking to them in any setting, whether that be formal meetings, just casual chitchat, and simplifying. And that's what really drives candid conversations and establishes full transparency and seeing how things can be done better. So show your vision, voice, your big ideas, show your understanding of the bigger picture and then whittle it down so that you can land the plane for your clients, right, you don't want to go too big and whole hog, you want to land the plane, but show your understanding of the bigger picture, go beyond your current role. And then land the plane, land the plane and get get into the heart of what their problems are. And think about the low hanging fruit for all of those 13 constituents. Think about what would be some quick wins, that would really support them and not be a huge stretch, but just give you some quick wins. So you can gain momentum and trust. It's about establishing trust. So this is all your qualitative yardstick. Packaging what you know, and leveraging.

23:39

Now, I want to briefly just touch on what's not often talked about, this might even be something I've just made up. But we talked about business documents, but nobody talks about the intuitive business documents. And intuitive business documents are also ways in which you show up your systems and best practices. So what are those? This could be something so simple. You're in a meeting and you just write up a couple of bullets so that as you're presenting, people can just follow along with your mindset. It's intuitive, it's flow, it's helping people absorb before you actually start speaking and present. It could be a white paper, it could be best practices. It doesn't have to be a 30 page book or manual. But it's a marketing tool. Absolutely. It's a marketing tool, because you're distributing it, it's on email, it might be in the meeting. But I just want you to think about I threw this slide in here to think about what things can you and/or your team write up, that will just help people follow along a little bit better and not drink from the firehose, you know, there's too much drinking from the firehose, what can you create as a artifact that can be disseminated with your signature on it, again, getting your product out there, and just helping people follow along because not everybody is going to sit in every meeting that you're in. So if nobody's sitting in the meeting, the key people can't make the meeting that you would like them to, what can you give them as a intuitive document that would clearly show them what they missed? As if they were there. So let's not underestimate the power of business documentation. It goes back to the power of the pen, right? I told you before writing exponentially changes your focus, attracting what you want. Same thing with business documents, you know, people like to speak, speak, speak, we also talked

about listening, which is a powerful tool not often leveraged, well writing as well. Written business documents are so undervalued. And by the way, from my experience, I was working in financial services on Wall street for many years, I can tell you that I worked with really smart, intelligent people, and many of those people did not like to write. So if you're a writer, and you enjoy writing, or you have one person on your team who likes to write up things, then leverage that because, that's how you disseminate stuff, and make things sticky. So package what you know.

26:00

This is also about cultivating your brand, you are a product, and therefore you have a brand. I'll repeat that, again, you are a product, and therefore you have a brand. So you build a reputation as an expert who doesn't participate in these conversations, but you are driving it. And unfortunately, I'm just going to speak to some limiting beliefs that I've often heard. There's always an elephant in the room, that could hold you back from speaking your proven systems and best practices. And we just mentioned it briefly. Right? When you were just saying, there's always that little something in this case, it's your leadership, right? holding you back from speaking your truth. And it's not because you're unsure if you're good enough. And it's not because you think you're going in the wrong direction. Sometimes, it's your ego, just attempting to help to keep you feeling small, or Who do you think you are to go above and beyond what your own manager is telling you what to do, right? It's sometimes that we worry about whether we're going to be perceived confidently, perceived, like we know what we're doing, and appear to know what we're talking about. And that's something that I refer to as the inner crow, it will try to take you down at every turn. So rest assured, the ego is there for a reason. But it toys with us a lot. And it's doing its job to protect you. But sometimes it pulls us down with limiting beliefs.

27:17

So as an educator, as a teacher and advisor, remember those top tier roles in the growth path, you are wired to share what you know, you're responsible to share what you know, whether that be a recommendation of best practice an opinion. Therefore, instinctually fall back to sharing what you know. And if you have to take an unemotional matter of fact approach to get that message across, then so be it right, here's what I know, here's what I don't know, here's what I know, will work. And this is the direction we're going in.

27:47

So now this is all about cultivating your brand and part of that is you cannot be everything for everybody. And that's just the way it is. You're not there to people please, you cannot be there, everything for everybody. And that's something that I learned personally, and professionally my entire life. The minute I feel some resistance, or I can't make a specific requirement, I fall back to, this is my system, this is how I do things, if I'm open to it great, but if it's gonna, you know, really set me back 10 steps and it's so outside the scope of what me and my team and my people need, then I'm not going to go for it, you know? It's just not, it's not at the end of the day, make sense for me. And I say that even from here at In Our Shoes, I've been approached by many people who want to get involved with different things in leadership. And some of those suggestions are a far cry from career leadership, they're not really resonating with me as someone who runs a leadership practice. So same thing with you, if something comes up, it's not resonating for you, be open and just stick to the focus of what you stand for in your brand and in your product. Again, speaking to the business needs and the trends, and

also being open to opportunities. And part of cultivating your brand is raising the bar for others. And helping them cultivate their brand, helping your team cultivate their brand. So if someone in your team is stuck, or they don't know what to do, empower them to consider some solutions before they speak to you. Not that you're shooing them away, but empowering them to think of at least three things. The rule of three again, I talk about that all the time, there's always the rule of three. Three things that you think could be a potential solution before you come to me. That way we can brainstorm together and they've already prepared and you're already helping them, empower them to get into a leadership mindset. Same thing that you were saying, Jackie, right. That's something that you just love to do naturally. Well, there's no rule that you can't do that at any level in your organization.

29:46

And now, we're just going to jump in quickly to strategic thinking and developing your program. And I say that as a program, a project, anything that you are leading and in charge of something And you have to create a program and a plan. And so I'm going to roll up my sleeves right now. And I'm going to show you how to develop a roadmap around any project or initiative. If there's a real project or initiative under your belt, or a hypothetical, and how you can communicate that effectively, so you can hit the ground running. And this especially works well if you're wanting to manage a function or you are managing a project. But also sells, you as a competent leader, no longer a doer focused on what will have the highest impact for your clients with the most value to get your name out there further. So this is mastering how to plan the work and work the plan every time. But just remember, planning is important planning it gives us the structure, right, it gives us the schedule but plans will always elude you. So don't get too caught up in, the nitty gritty of plans, they change at the drop of a hat. This is important to take this approach and form your plan, but just being flexible, especially when you're being called to think on your feet and think strategically. And that's where you're going to need to trust your instincts.

31:05

So, there is a technique that I talk about, and I have an exercise I'll share with you, it's called mind mapping. And if you're not familiar with it basically models around how the brain thinks. I have done mind maps on pretty much everything you could think of, both from corporate from personal to now in where I am right now, with In Our Shoes. Mind Mapping is an exercise where you take a main idea and you branch off, and you just think about everything that needs to happen, how things should work rationally. And it really does help learn your blind spots. Now I want to give an example of mind mapping for an organization that I did recently I worked with this. I'm also a diversity and inclusion consultant. And one of the things that they wanted to do was to recognize ways in which they can celebrate diversity. And so this was an example of just coming up with different ideas of how they can do that. And you can imagine how this could branch off any one of these right, this could be in a school, right? Don't bully. Learn from different cultures. In fact, looking at this right now, I do see some resonance with my children in elementary school, how they celebrate diversity, how they came home and taught me about different cultures, you know, all of these branch off into different directions, and they go deeper and deeper. That's a mind map is. It could be on a napkin, it could be on a piece of paper, and there are tools, there's a tool called Mind Meister.com, you get three free mind maps, you could also use that. I happen to love that tool. But there's no end to how many mind mapping tools that are out there.

32:35

So here's where this works for you. You do a brain dump on whatever initiative, project, program. And this actually works well, when you're vetting your career portfolio, this is perfect when you're vetting a career portfolio, because you start with, okay, this is what I do. And these are all the different areas that I also work in where I have my tentacles in. And you start with the big ticket items, and then you group them under major categories. And then those are your first level branches. And then you branch off from there. And at the end of your mind map and it never really ends, right you go back to it, you add to it. But at the end of doing your mind map eventually that can make it to a plan. And that eventually gets tied to every branch, gets tied to a cost and a budget and tasks and you're itemizing things, you can mind map a new role that you're creating, you can Mind Map somebody's changing responsibilities. So mind mapping is key whenever you're strategically thinking and really focused on those end results and benefits as a result of executing on whatever it is that you're proposing. So I wanted to bring it in here to just plant a seed if you're not familiar with that.

33:37

Now when you have a program, the first thing you want to do before you present it to anybody at a higher level, I want to really give you permission to vet it, call it by your run it by your key people call a meeting, let your wingman and your wing woman punch holes at it before you go to a wider audience. Because they're the ones that are on the ground. And they know all the things, all the problems and where the holes are, Hear how they would enhance it. This really sets the stage for you gaining buy-in. So again, you know you're not isolated anymore, you're not coming from the worker bee days. You might have that experience, you might have been in the details. This is where you're allowing colleagues to follow your mindset, see if it holds water. And also when you get to talk about your best practices. When you vet your ideas and your program, initiative, you're less likely to be blindsided because you've thought through the issues and the scope with others. So that's one of the biggest drawbacks I've seen with a lot of professionals even in the MD level like they're so used to being one woman or one man armies. They don't vet it with others. Your plan, your program, your initiative. It's not a work of fiction. If you're being asked to sit on a board, for instance, or on a panel, a task force, they also want to hear, well what are you proposing, right? How do you think we should run things? What steps do you think should happen? How much time do you think this will take? Have you thought about how much it will cost? These are all the things that come in to forming your plan. You get everybody's input, you circle back and you discuss the problem, you factor in your time, right? Not just the resources and the team your time as well. So these all feed into strategic thinking and getting input and stepping back and being flexible, and trusting. Now, a key part of strategic thinking is also considering the Plan B. Nobody ever talks about the Plan B. Nobody ever talks about failure. Nobody wants to talk about failure. But the truth of the matter is, things fail. And how many times have you been on a project where somebody dropped the ball or something happened or power outage, whatever, some crazy disaster that no one ever planned for? Right? When you're proposing something, you always want to talk about the Plan B. And it really reassures your clients that you have a plan in place, should all else fail. If you can't make your date, you have a plan in place. This is the stop gap, right? So you want to speak to the potential scenarios, the intuitive planning for the potholes, as I like to call them. On an interview. Jackie, I know you mentioned that as well. Luis just finished his interview and process he's got his role. Now he's going to be talking about the Plan B. This is something that you talk about anywhere and

everywhere. And then the next part of this framework, is also speaking to the future, or what I like to call the Multi-year roadmap. We've all been in the meeting where people talk about, what we're going to do in the next six to nine months or 12 years, but nobody ever talks about the theme. Nobody ever talks about the larger plan. And the reason nobody talks about it, it's because number one, they're not going to be there for five years, so they don't really care. or number two, they just haven't thought broader, but when you're pitching an initiative, and you're telling clients that this is where you can serve, draw them out the big picture. This doesn't mean you have a project plan attached to all these five years, this doesn't mean you have in your hip pocket all the details behind these five years. This means that as a thought leader, you have thought of a multi year of achieving results and achieving success that based on your initiative based on your plan, doesn't mean it's written in stone, it really sets you apart and shows that you are thinking bigger and broader. And when you're using this approach, it's really, you don't have to reinvent systems, you could take this framework and apply it to anything. There is always going to be new initiatives. But they're not always going to be cookie cutter. So what I'm really presented to you here, is a lift and shift type of thing, where you can just take a well thought out program or initiative or proposal and draw out the considerations, the contingencies, the documentation, and you could take that and go from one plan to another. And so this is what I mean, when I say strategically thinking, it's really thinking of all the potholes and all the things that could go wrong, but it's also thinking broader and, and also bringing in your team and others to be included in this and to have your back and have your blind spots. Blind spots.

38:11

This is also where you can establish repeatable routines that you can put on autopilot. So once you're doing these types of things, once you're making these decisions, once you're creating and forming and communicating well thought out programs and initiatives, you can put them on autopilot, right, this is just how you run things. And maybe one of the boxes you want to tick is, outreach to other departments and not protecting your territory, maybe that's part of your program. And so that's how you just run things. And that's what people should expect in future projects, if they want to work with you, that you're not going to be an isolated, department. So you really want to structure your your pitch. This is a pitch in a way, your proposal's a pitch and to be focused on instituting change. You really become an expert from your experience, and your skill sets and your failures that you learn from and your lessons. You are the go to knowledge resource, and can provide the best recommendations.

39:11

Now I gave you the long version of securing buy-in and strategic thinking those last few steps were all about thinking strategically and securing buy-in, I also want to quickly give you a five minute method to securing buy-in because this is again, a very simple exercise. I want you to draw a piece of paper, it could be a napkin, drawing a piece of paper, a line down the middle. And when you're talking to your clients, and you're going in there, you're just going to say two things, you're going to talk about the short term, and you're going to talk about the long term solution, the long term benefit, the long term results. And underneath those two columns, you just speak of the results and the risks. These are the results if you go with my plan, and here are the risks if you don't. Here are the results when we switch over to a long term initiative and this solution and here are the risks if we don't. That's it. That's how you secure buy-in. Speak to the results. WII FM radio station, what's in it for me? And then tell me what's in it for me if I don't do what you're proposing?

40:11

A rising tide lifts all boats. As a purposeful leader, your rising tide comes from great people who together deliver greater performance than through individual contribution. And you will multiply your impact, owning your authority when you share your talents. Share your skills and your experience to increase the overall performance of a cohesive unit rather than through single contribution, which by its very nature, will always be capped and would never scale. So the more knowledge you share, the more you're bridging, the larger your impact. If you can train 10 people, can you train 100 people? Right? Do you have a system to train 1,000 people? That's what I'm talking about when I'm talking about laying out a plan, laying out that five year roadmap, maybe your current plan can only train 10 people, it's not scalable. But after five years, make no mistake, your program can train 1,000 people and put them through the program. That's what I'm talking about thought leadership, owning your authority. Great leaders not only market their message, but they multiply their results, So if you know where the traps are, you know what worked in the past and in the present. Let's communicate that, let's get the buy-in, let's think strategically. And let's get that out on paper and presenting it in a way that's digestible, not having people drink from the firehose and really getting clear on how you add value.

41:32

Now, because we're in a global pandemic, I just want to briefly mention owning your authority is not as easy as it would normally be, when you're leading virtually. So I just want to throw in here, that empathy is needed now more than ever. So sharing how you're doing, and a little bit about your life, before you get on your Monday meeting is really key, you know, we need to bring the human back to work. It feeds into everything it feeds into your career, your home, how you parent. The more open, the key word being open and trusting you are, the more others will learn to trust and be more accessible to you as well. So let's bring the personal in, before talking about business and jumping into agenda mode, and really bringing the human back to work. And I know for those of you who are listening in from Europe, there is cultural differences that you've shared with me, and I get that, but humans are humans. And we can broach that topic as well, through the assignments, and I'm always reachable, as well if there's any question on this presentation.

42:37

Now as a as a homework exercise, I'm going to give you a couple of homeworks on everything, we covered: the change agent getting clear on your client, your best practices and proven solutions, mind mapping, building the short term and long term strategy. You don't have to do all of these, obviously in between the calls. But if you do need some help or support, reach out to me. And as always, I'm going to just close here with some gutsy challenges, and then we'll open up for any questions. So I'm going to give you some gutsy challenges on this topic. The first challenge take them on if you want.

43:10

You know if it resonates. I want you to consider demonstrating being an authority in your field by producing insight on a subject which no one else is talking about, or seen from your unique perspective. So something where you're an authority by producing insight on a subject which no one else is talking about. This might be calling out the elephant in the room that nobody wants to talk about.

43:32

I will share that just recently from a diversity and inclusion training that I just did. One of the things that came up was hugging. The concept of hugging in business has never really quite come up, we don't see that talked about. Well guess what? I just did a video on hugging because it was so core to this DEI conversation that I decided to do a video and talk about hugging in business and bringing the work intimacy back to business. Not something often talked about, but it's something that I see from my unique perspective. It's been something that I've seen from a group of 50 nonprofits this week. And it's something that I just got a lightbulb moment and realized, you know what, I've always been a hugger. The people I have enjoyed working with, the teams I've enjoyed leading have been huggers. I don't mean physical hugs, I mean, huggers, the emotional, the feeling, the feeling of inclusiveness, that's what I mean by hugging. So gutsy challenge number one, maybe you want to share some insight on something that no one else is talking about.

44:26

Gutsy challenge number two. Maybe you want to just throw out there a powerful hack that can help someone out, that can save someone time, maybe offer a fast path or a shortcut to doing something a little different so that they can see new results. These can be your clients, your team, someone up here. Let's be go givers, right? No more go gainers, we're go givers. You could email you could post this online. When your audience hangs out, social media, however you want to do it.

44:57

Gutsy challenge number three. I want you to cite pain point you have seen as a repeating pattern, and just open it up and discuss the way in which this pain can be eliminated based on your experience as a solution provider, as the go giver as the expert.

45:13

Gutsy challenge number 4, I'm giving you a lot of challenges today aren't I? Share a story flagging a common challenge and recommend a solution. This is the soft skills we talked about with self promotion, if you see a common challenge and a recommended solution, instead of going about it the straight direct way, share a story instead to get the message across. And at the same time, demonstrate where you bridge the gap. bridging, key qualitative tool in your toolkit.

45:40

And lastly, number five, if you were training someone. This is my favorite, by the way. If you were training someone on your results on your model, what would the first five modules of your how-to cookbook be? Maybe you just stepped into a role. You're going to be starting in a few weeks. What are the results? What is your cookbook going to be? Those bullets, by the way, should be on your resume or on your LinkedIn profile. Because those are your results. If someone was going to read your book and find out how you serve and how you deliver and what results you you bring to the table. That should be the first five chapters of your book. And definitely on an interview.

46:23

So that really ends today's topic on thought leadership. I'm going to stop here and just open it up for any questions insight the floor is yours. Does anybody have anything they want to add any A-HA moments?

46:48

Well, I think I've had too many to name Marisa, but I'll be shooting you an email afterwards because this has been very helpful. Okay. I'm so glad. You're welcome. This module is probably the meatiest, because it really goes into the heart of what it means to lead with influence and own your authority. After this, we're going to go into some other things, we're going to go into speaking without apology, networking, and negotiation and asking. But this is really the core, I would say the last class in this class are really framing up their quantitative and qualitative metrics, and selling it. So nothing has to be done overnight, I will share the assignments and the video for today's call. And I see some of the other folks are still here. Does anybody else want to add anything? or have any questions?

47:50

Just a lot of information and very, definitely useful information to work with.

47:59

And look into and just some of the conversations that, we've had here today. And when I look at, where I've worked at, and the attitudes there, there's always this super protective way that other departments, other areas, always want to protect themselves, they are not inclusive, and God forbid, to try to make them inclusive in any way. But you know, what, I always look at that as, you know, a challenge. And there are some barriers that could possibly in the future come down. So and it would help everyone, it's not just something where it has to and I don't have to be the one to knock it down or to be able to help them come and see what I see. It might just be my creating something totally different as you taught here that can help those that want the help. Exactly, exactly. You hit the nail on the head, Jackie. Your job is not to please everybody, you can't be everything for everyone. But someone has to lead the effort, right? Someone has to, you know, raise the white flag and start those conversations. That's what leadership is all about. And by definition, you have to stick your neck out and go against the grain. And that's how cultures change. It takes one person to change a culture. If you've ever been in a toxic environment or sitting in a toxic environment, you know, the apple doesn't fall far from the tree. It's usually from above, right? That's how leadership runs. But just because, if you don't have the ideal role that you want or you want to move into something more, that doesn't mean that you can't take on leadership. When I look at my own career, all those opportunities that I got along the way, I didn't start out in any leadership capacity, I demonstrated the leadership. And then the opportunities came, but they don't come unless we stick our neck out a little. And just being an example, if you see that people aren't speaking to each other, and there's these walls being thrown up, then pick the low hanging fruit, just like we talked about clients, pick the low hanging fruit, and those other departments that you feel would be open, or maybe just throw something out and see who bites. But it does have to start and if you're really looking to create change, then that's the discomfort that you have to step into. And, and just be aware of the fear that shows up. So I'm available for you, if you want to do any of these assignments, anybody here on the call I, I had some sidebar conversations in between these two classes with people, so feel free. And then I know we also have to schedule our DiSC assessment. So maybe we could do that next week if you're free. Absolutely. Thank you. Yes. Yeah. Yeah. And by the

way, I'm so sorry, when I forgot to congratulate you, shout you out, you said you got an executive sponsorship opportunity. I did, yes. With the president of the company last week, it was kind of a shock, I was hoping for someone like an SVP and I got the president, so I meet with him for the first time tomorrow. And that's kind of been in my head, how we're going to deal with it, it's, um, it's about it's around diversity and inclusion, where the company is trying to make greater strides there, we recently had a lot of layoffs, and they want to make sure that they're fostering the careers of the remaining African Americans that are at the company. And so with that in mind, they put together this executive sponsorship program, which is something really remarkable actually, that they're doing. So I feel an immense amount of responsibility, right to do well, so that they'll do it again. Yeah. Even more so than my personal career. So I've spent a lot of time over the last week or so since I found out about who I was matched with, you know, trying to figure out how to how to do this, you know, how to be transparent and open, as you kind of described so that it works so that we are sharing about our backgrounds. And I'm bringing as much of myself to the table as possible, in addition to getting some career guidance. So it's very exciting, little daunting, but very exciting. That's awesome. That's so great. Congratulations. Nothing is ever random. Here we are in this own your authority program, and there you go. Nothing is ever random. That's amazing. And as an influencer, just keep all of the people in mind.

53:04

Obviously, there's many faces that you don't know. But through, your leadership role in this in this DEI effort. You're paving the way for so many people who have yet to be hired. Right? Exactly, yes. That would love to be hired. So I spent about four hours yesterday on this very topic of, DEI it's really picking up. I think last year was, if I had to put my finger on it, last year was the first year I really felt like companies are paying attention to diversity, equity inclusion. You know, it's just, yeah, it's good to see that they're going in this direction. And, and I would just ask them, when you have your meeting, it would be good intel for you to know why they chose you. Get that feedback, not that you're looking to stroke your ego. That's not what it's about. But it would be good to know. Ok. What was it about me, you said you're recently in this role, so it's a little interesting that they chose you. I don't know, if they know you that well, that's where I'm going. He knows my name. I've been in meetings, and I've presented to him before but not, he doesn't know me very well. And it was a question in the back of my head. I just wasn't sure if it was appropriate to ask. If it feels right, if it feels right at the end, you know, maybe squeeze it in. But I think it's an obvious question because it's a very it's definitely an honor and it gives so much credibility. So I would not coming from an egotistical place but just saying hey, you know, it would be really great feedback to learn what was it about me and my background that really, I'm sure it was a very tight selection. Those types of opportunities, are a very tight selection too, because they want someone to serve as a role model. Right. Yeah. So, so yeah, and you know what I'm just gonna pull out my crystal ball, I will guarantee you, whatever answer he or she gives you. It's going to be based on your soft skills. Remember that slide I pulled up in the last class those 3 top things that hiring managers look for? It's going to be your personal charm factor. How well you communicate. It's going to be your soft skills. So just make a mental note, you'll know the answer before he even he or she even says it. And that's for everybody here on this call those listening in if you're listening to the recording, all about the soft skills. That's what makes you memorable. And then after that, you get your foot in the door, then you ramp up the qualitative, the qualitative benchmark and

the yardstick that we covered today. So really, it can't be, unfortunately can't be summed up on a piece of paper. But, people will know this person gets the job done.