

Noa

COACHING AND CONSULTANCY SERVICES

Stepping into Management:
Developing Personal Impact

20th January 2021

1

Session objectives

In this session you will:


- Explore the personal dynamics of stepping into a new management or leadership role.
- Think about your leadership 'self' .
- Consider "personal impact" and strategies for developing it.



2

What we will cover

- Change and the individual
- Story of self - internal and external narratives
- Understanding your systems
- Thinking about personal impact



3



4

Change and the Individual

- Distinction between change and transition.
"Change" – the actual event.
"Transition" – psychological process of letting go of one pattern and engaging with a new one.
- Three stages of transition:
 - Letting go of old identity
 - In-between phase
 - Development of new identity

5

Change and the Individual

Schein (1993). Two types of anxiety:

- Learning Anxiety
- Survival Anxiety

A small yellow leafy branch is in the bottom right corner.

6

External narratives

- Leadership Identity.
- Personal and professional narratives.
- Understanding our 'schemas', 'scripts', internal 'maps'.



7

External narratives

- Dominant discourses about leadership and management.
- Pre-understanding of role and who you need to be.
- Idea that professional held is socially constructed – relational and constructed in dialogue or conversation (Gergen, 2009)



8

Internal narratives

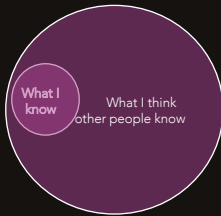
- Our internal narrative reflects our historical, cultural, social, familial and gendered stories.
- Synthesising personal and professional narratives.
- Transition into a new role can require the deconstructing and re-telling of one's personally-held story.



9

Internal narratives

- Imposter Phenomenon - Imes and Clance in the 1970s.



10

Internal narratives

- Imposter Phenomenon:
 - Unable to internalise and accept successes.
 - Accomplishment attributed to luck rather than ability.
 - Self-doubt.
 - Negative self-talk/talking down achievements.
 - Waiting to be 'unmasked' or found out.



11

Internal narratives

- Challenging unhelpful narratives, interrogating tightly-held scripts or schemas.
- Paradigms – core and constant frameworks (Kuhn, 1962)
- Achieving a paradigm shift...



12

Consolidating identity

- Developing own leadership style.
- **Reflective Practice:**
 - Noticing
 - Observing self in role
 - A self reflexive stance helps us to understand how we are operating within a system



13

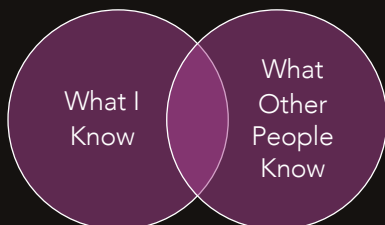
Consolidating identity

- **Rehearsing:**
 - tapping into personal resources e.g. previous experiences, skills and personal qualities, successes and achievements.
- **Reframing:**
 - seeing difficulties and failures as learning opportunities.



14


Consolidating identity



15

Understanding your systems

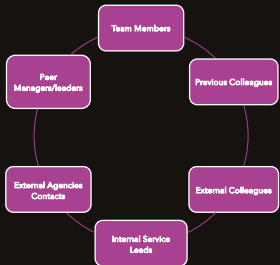
- **Mapping your system** – who do you see as the key members of your new system?
- **Stakeholder Mapping** - who are your work –related professional contacts?
- **Networks** – what professional and social relationships will support you in your role?




16

Understanding your systems

Stakeholder Mapping



```
graph TD; TM[Team Members] --- PC[Previous Colleagues]; PC --- EC[External Colleagues]; EC --- ISL[Internal Service Leads]; ISL --- EAC[External Agencies Contacts]; EAC --- PM[Peer Managers/leaders]; PM --- TM
```




17

Understanding your systems

Networks

- Various levels of influence
- Mutual benefit
- Share information and learning
- Give and receive support
- Can be sector specific or more wide reaching
- Opportunity to raise profile



18

Influence

'a force one person (the agent) exerts on someone else (the target) to induce a change in behaviours, opinions, attitudes, goals, needs and values'

French and Raven (1959)



19

Influence

Smith et. al (2014) – two types of influence:

'Push'



demands made of others

'Pull'



engaging others in the delivery of outcomes



20

Influence

Six principles of effective influence (Cialdini, 2006)

- Reciprocity
- Commitment
- Social Proof
- Liking
- Authority
- Scarcity



21

Influence

Five Influencing styles (Musselwhite and Plouffe, 2003)

- Rationalising
- Asserting
- Negotiating
- Inspiring
- Bridging

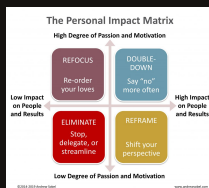


22

Thinking about personal impact

Defining "personal impact"

- Perception ?
- Presence ?
- Personal Brand ?
- Impression ?
- Influence ?
- Charisma ?



23

Thinking about personal impact

Reflective Questions:

- Who are the people or audiences that you would most like to impact on?
- What situations are you interested in being most impactful in?




24

Thinking about personal impact


Helpful Tips:

- ✓ Know the impact you want to make
- ✓ Self-awareness
- ✓ Emotional intelligence
- ✓ Observations
- ✓ Communication
- ✓ Act like a leader!



25

Any Questions?



26



Noa
DESIGNING AND CONSULTANCY SERVICES

We create reflective leadership communities of practice – get in touch to find out more:

info@noaservices.org

27
