

Elisabeth
Hendrickson
@testobsessed
October 2020

Influence > Authority and other principles of leadership

**“They may forget what you said —
but they will never forget how you
made them feel.”**

*—Carl W. Buehner**

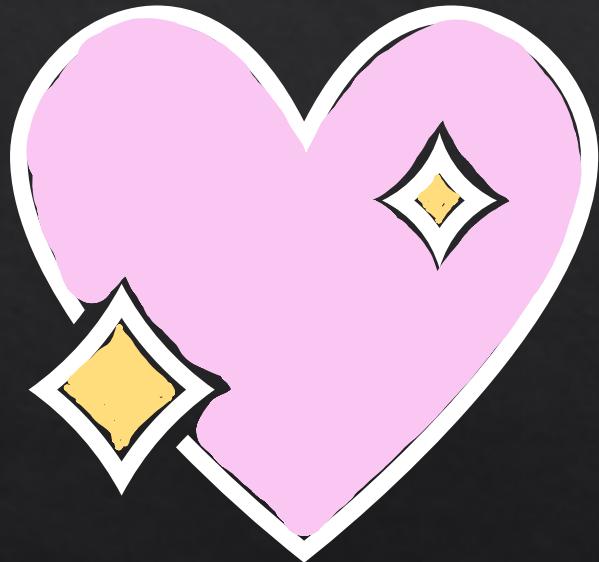
* quote attribution from <https://quoteinvestigator.com/2014/04/06/they-feel/>

So what do I hope you feel?

agency

Influence > Authority

Engage hearts and minds



&



Five Things You Can Do

1. Feed that which you want to see grow
2. Make the problem visible
3. Set an example
4. Amplify someone else's voice
5. Have that difficult conversation

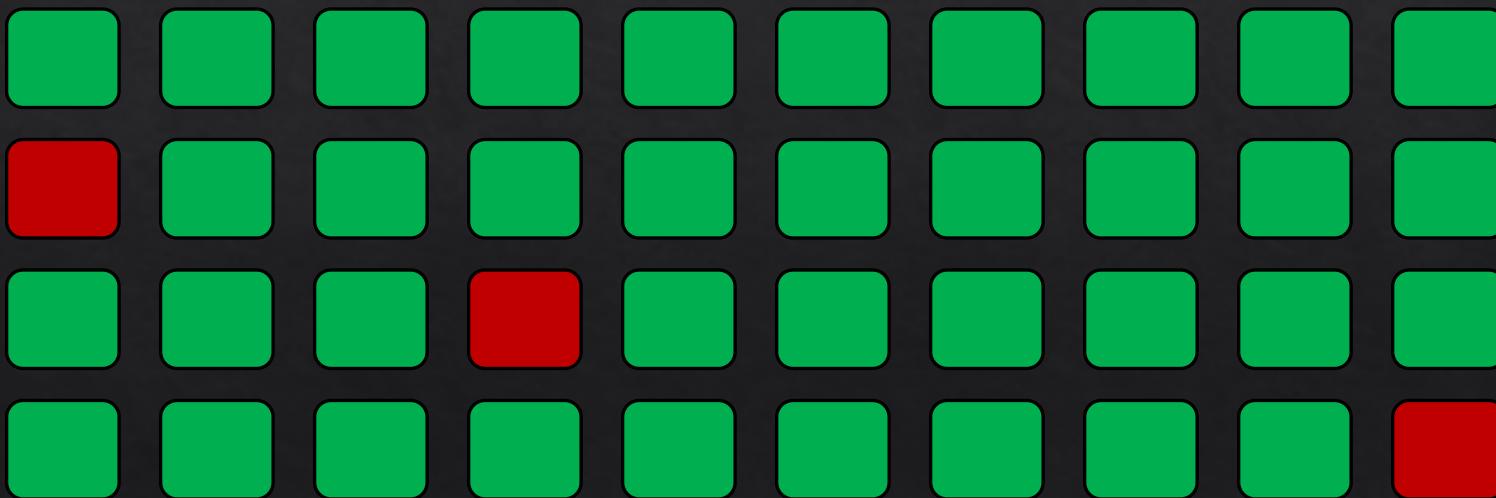
1. Feed That Which You Want
To See Grow

**Positive feedback is
a more powerful
force for change
than criticism**

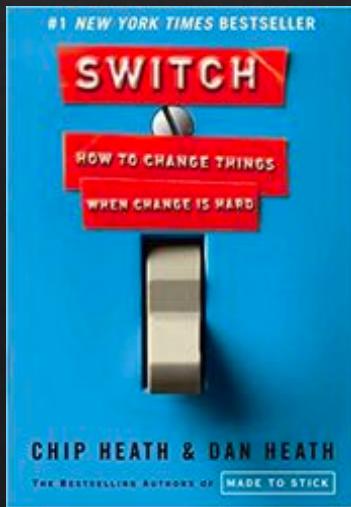
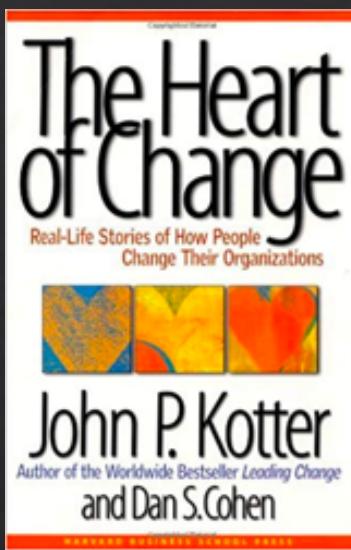


2. Make the Problem Visible

To fix a problem, first
make it visible.

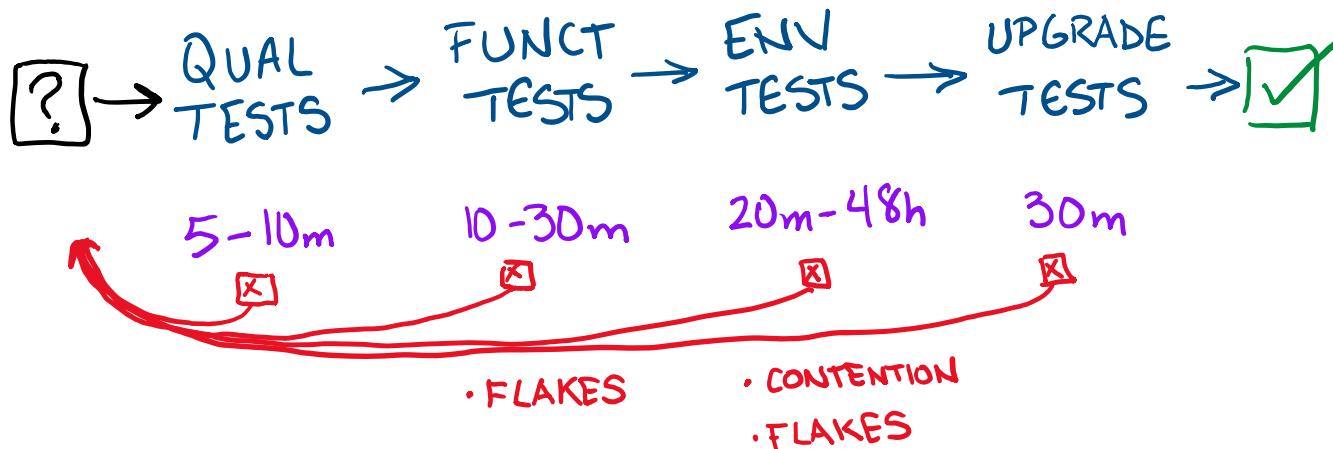


how Jon Stegner started a billion dollar saving initiative by dumping a bunch of gloves on a table.



visualizing time

CYCLE TIME: 1 hour - 1 week



3. Set an Example

showing > telling



Photo courtesy of #WOCinTech Chat
Licensed under Creative Commons

4. Amplify Someone Else's Voice

hand them the microphone



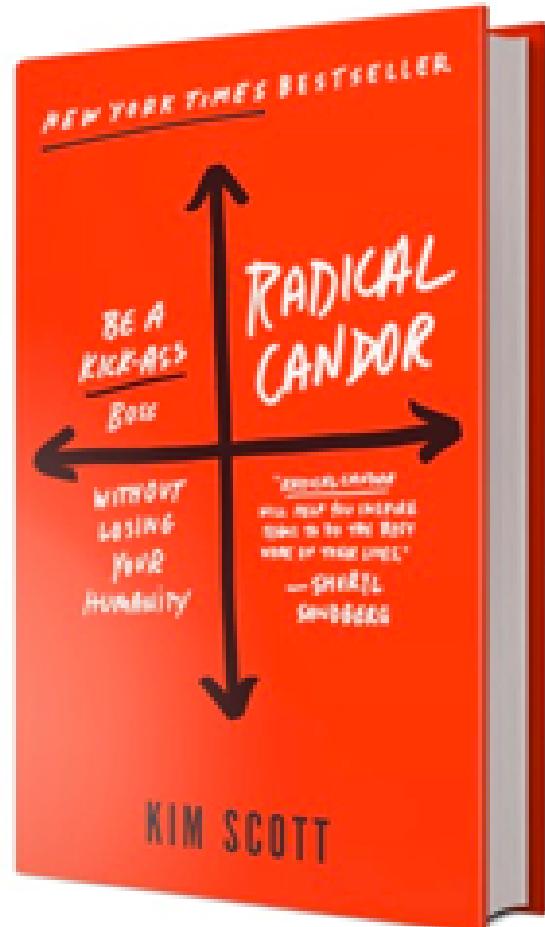
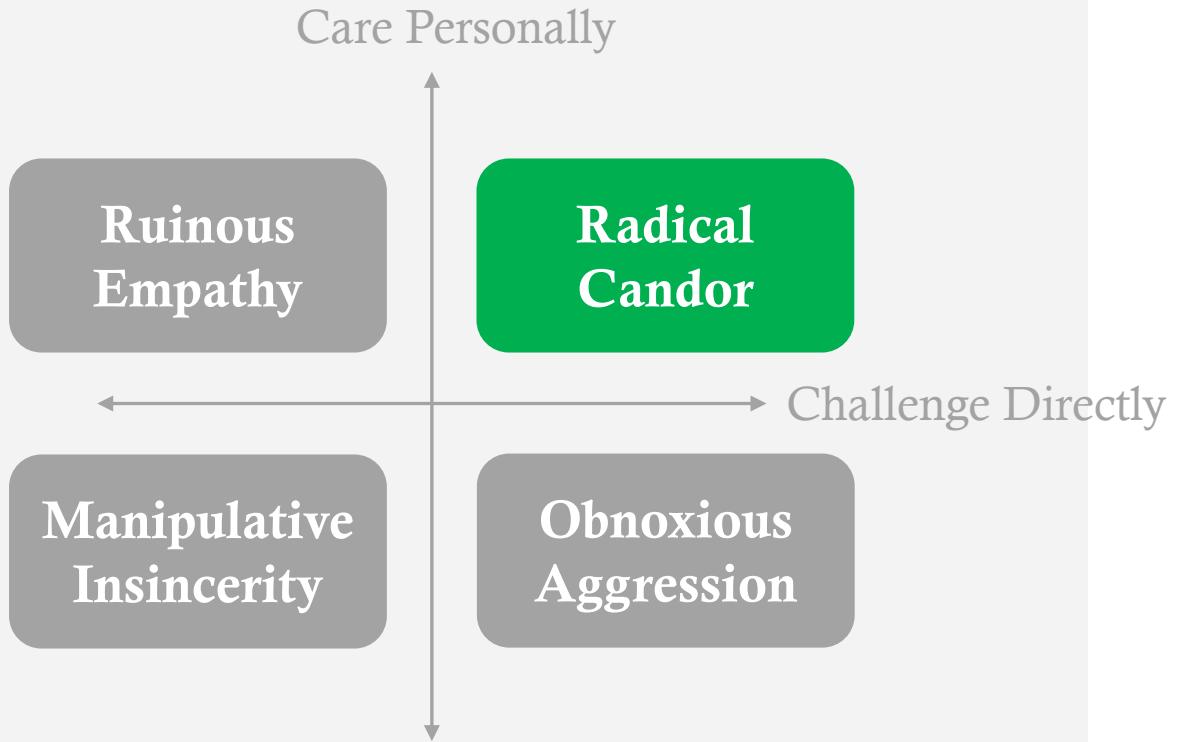
5. Have That Difficult Conversation

negotiate working agreements
(in private if necessary)



Photo courtesy of #WOCinTech Chat Licensed under Creative Commons

Kind > “Nice”



Handy Phrases for Hard Conversations

Help me understand...

Here is the problem I'm trying to solve...

Here is my concern...

Let's reframe...

This is what I heard you say...

Moving forward (because I am fresh out of time machines)...

Help me understand...

Here is the problem
I'm trying to solve...

Here is my concern...

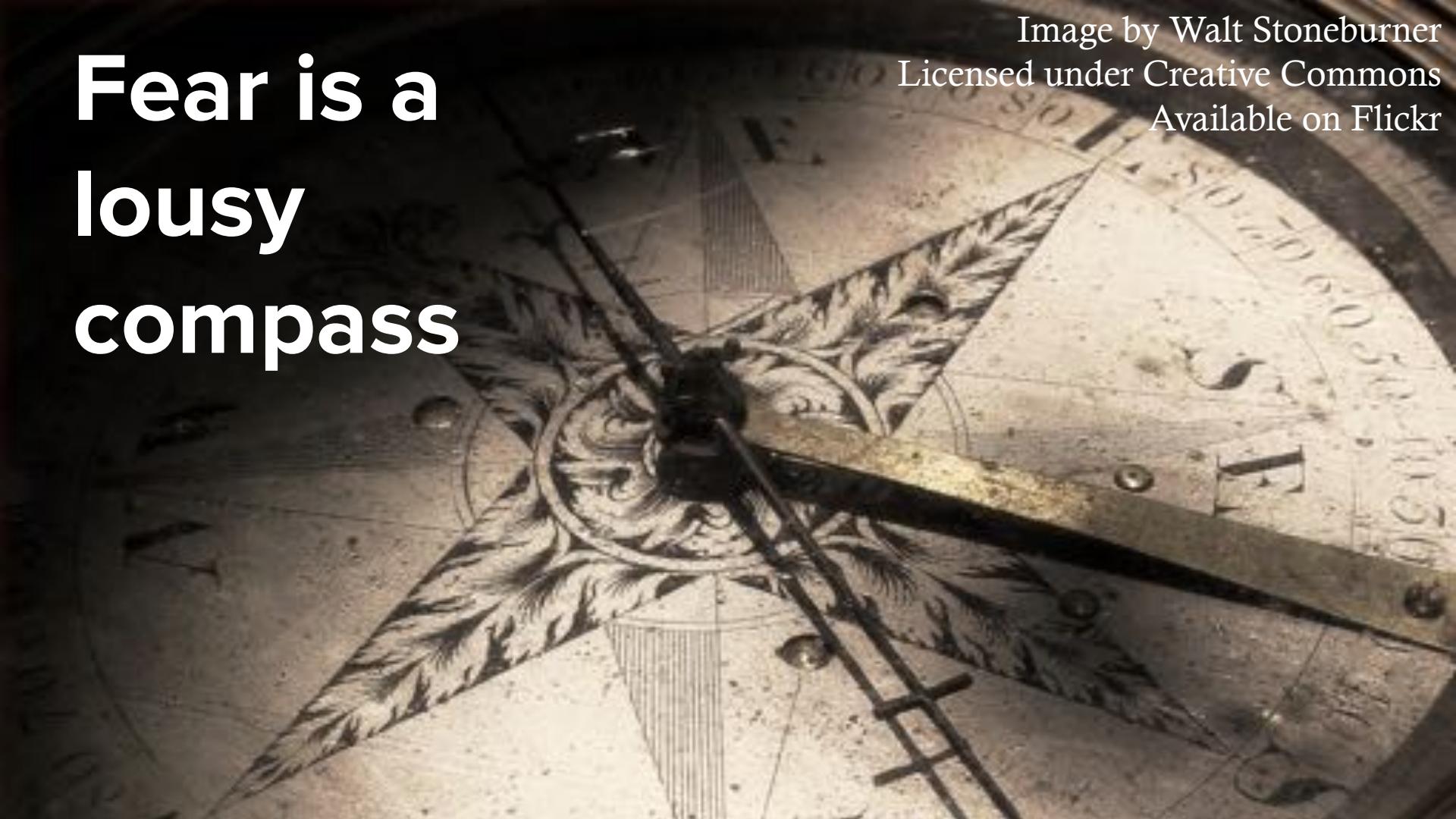
Let's reframe...

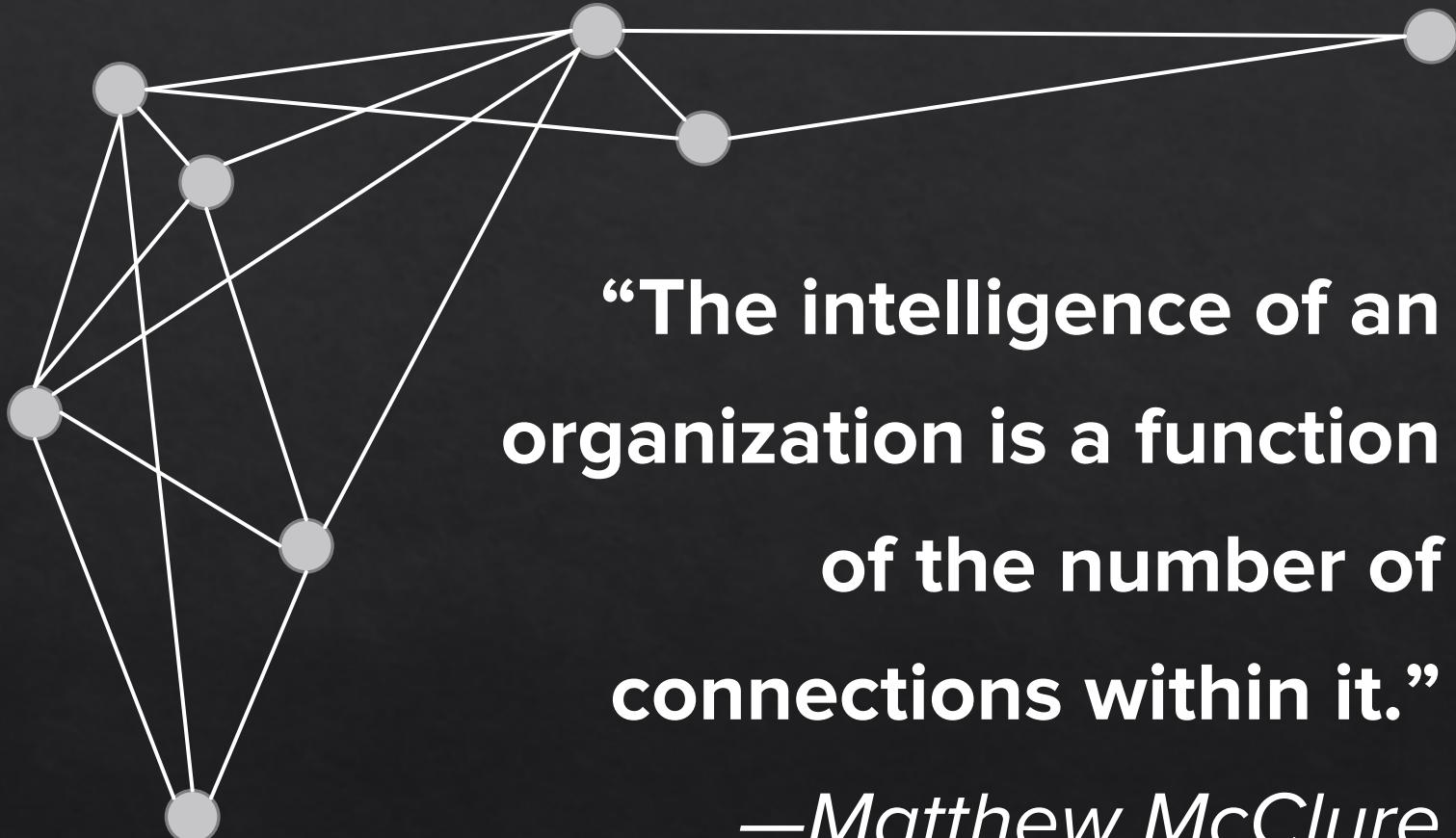
This is what I heard
you say...

OK, and moving
forward...

Fear is a lousy compass

Image by Walt Stoneburner
Licensed under Creative Commons
Available on Flickr





**“The intelligence of an
organization is a function
of the number of
connections within it.”**

—Matthew McClure

do one small thing



Photo courtesy of #WOCinTech Chat Licensed under Creative Commons

but if you remember nothing else, remember...

You
have
agency.