



{ THE BYWATER JOURNAL }

CREATIVE APPROACHES TO OPTIMIZING PERFORMANCE

NEWS FOR CLIENTS AND FRIENDS OF BYWATER CONSULTING GROUP

In today's newsletter:

- [How to Increase Your Influence Immediately](#)
- [Five Great Reasons to Get Out of the Office](#)
- [Three Keys to Exceptional Team Performance](#)
- [Development Opportunities for 2016](#)
- [Exceptional Leadership Tip #19](#)

Join the conversation



Quick Links

[Testimonials](#)

[Bywater Consulting Group](#)

How to Increase Your Influence Immediately: Four Tips for Leaders

I recently began working with Jack, a high-level executive for a large multi-national company. Jack is extremely bright, full of great ideas, and eager to put those ideas into motion.

But Jack has a real problem. He's having one heck of a time getting support from others in the organization. His ideas are slow to gain traction - if they gain traction at all. In fact, his proposed initiatives are often met with covert or outright resistance from his key stakeholders.

Jack lacks influence. And if he can't influence, he can't lead.

If you're like Jack, you've got a job to do. You're a leader and

What Clients Are Saying



"I had the pleasure of working with Liz directly as an executive coach. Liz brought a keen insight of where I fit within the organizational dynamics and made excellent suggestions which were directed at facilitating my onboarding into the company. I would

you need to win the hearts, minds, and commitment of others if you are to get things done. Here are four ways to build relationships, improve communication, and increase influence right away.

1. Stop leaving others out of the conversation

Busy executives are just that - busy. And often overwhelming so. The demands don't stop and the pace never slows. So you may believe it's a waste of time to pause in your activity long enough to sit down with an important stakeholder - to fill him in on your plans or to seek input or agreement before taking action.

But the fact is, when you pause - to align with colleagues, gain support, or collect additional insights - you develop trust, build helpful coalitions, and avoid alienating people who might otherwise slow or completely derail your efforts. In other words, you create influence.

2. Answer your emails

I get it. You're swamped with hundreds of emails every day. If you're like many of my clients, you are so bombarded that you can't get through daily email in less than an hour or two, sometimes more. The idea isn't to add to your burden or busyness.

Here's what I tell my clients to do.

Don't reply to your email scattershot throughout the day. Instead, block out 15 minutes 2-3 times a day to review your inbox and identify where a prompt reply is needed. Your response may be as simple as acknowledging receipt of important information, "Got your note, will review and get back to you by Thursday afternoon. If you need me sooner, please call me on mobile. Thanks!"

And that's it. In 30 seconds' time, you've shown that you heard the other person (or people), that you're going to respond in greater detail, and that you're available if needed - without

recommend her without any hesitation to any organization or individual looking to effectively enter into a new leadership position and culture."

Mark Holtz,
SVP of Operations &
COO, Greater
Waterbury Health Care

Shout Outs



"Liz Bywater is a leadership and organizational transformation expert. She brings deep domain expertise to the psychology of leadership and combines it with strong commercial acumen. Liz's style is intelligent, enquiring, authentic and pragmatic. It is this style that underpins an amazing ability to achieve outcomes for her clients. If you're looking for a thought leader who will make a lasting difference to your people and your business I would strongly recommend speaking with Liz."

Steve Johnson,
Managing Director,
Transformation
Partners

creating further email clutter.

The result? When people feel recognized and heard, they are more likely to listen to you, consider your ideas, and provide support for your initiatives. How's that for influence?

3. Listen to someone else's POV

You already know how **you** feel and think about a new product, project or idea. Now it's time to see it through others' eyes. If you are Head of R&D, for example, ask your colleagues in Sales and Marketing what this new idea or product means to them. Does it create opportunities? Will it cause headaches? Is it even feasible? Perhaps they have insights into the customer experience that you should take into account.

Listening to others - and pausing to reflect on different points of view - will create stronger alliances, drive better decisions and produce far greater influence and impact.

4. Pay attention

When someone steps into your office or calls you on the phone, give her your full and undivided attention. Don't surreptitiously glance at your computer screen. Trust me, you're not fooling anyone. Don't tap away at your keyboard, even if you are taking notes on the discussion. Don't let your devices interrupt the conversation with pings and vibrations.

Be in the moment, fully attentive to the other person (or people). Listen without comment until it's your turn to ask a clarifying question or offer an opinion. You'll be amazed how much more effective these conversations will be - and how much stronger your relationships will become.

Good communication coupled with excellent relationships translates to increased credibility and far greater influence.

Leadership Insights:

Check out Liz's **videos**, filled with targeted advice for exceptional leaders.

[Join Our Mailing List](#)

[Forward Email](#)

Five Great Reasons for Leaders to Get Out of the Office

In case you missed our last newsletter...

In today's busy, breakneck-paced work environment, few executives allow themselves time out of the office - whether to grab lunch or visit colleagues in another locale, to attend an interesting workshop or browse the shelves at a favorite bookstore. Such 'luxuries' are considered indulgent or impossible when deadlines loom, decisions await, and fires demand rapid extinguishing.

But here's the truth. Pausing from the daily hustle and ensuring time away from the office - whether for an hour or a week - is neither an extravagance nor a waste of time. In fact, I'm going to give you five great reasons to get out of the office.

But first, let me suggest an easy experiment.

During your next lunch hour, resist the temptation to answer emails or return phone calls. Instead, stand up and step away from your desk. On your way out of the office, avoid the executive dining room. Steer clear of the cafeteria. Stay away from the lunch joint you'd otherwise frequent with your closest peers.

Set yourself up in a comfortable leather chair at a nearby coffee shop. Enjoy your hot beverage of choice, put away your phone, and make eye contact with the stranger sitting across from you. Make a connection. Say hello, ask an introductory question or two. You can let the other person steer the conversation to see where the discussion takes you. Or you might ask for reactions to a new business idea you've been considering.

Try this once a week for a month. It's a low-risk, low-cost investment of your time and energy. **Here are five great reasons to give it a try. You will:**

1. Meet interesting people

Hey, you never know who may be sitting in that comfortable chair across from you. I've had fascinating conversations with Fortune 100 executives, leaders of non-profit organizations, independent business owners, authors and more. These discussions have accelerated the development of my forthcoming book, ***Slow Down to Speed Up: Harnessing the Power of Pausing to Improve Leadership, Advance Your Career and Get Things Done.***

2. Gather new ideas

When you speak to people outside your immediate sphere, you gather ideas and points of view that are otherwise beyond your line of sight.

3. Get some distance

Getting out of the office provides you with a reminder of the world outside of the corporate office. It's a welcome breather that allows you to return with a renewed sense of perspective. During some of your ventures out of the office, allow yourself to simply be quiet - to observe what's happening around you and thoughtfully reflect on your approach to your work and your impact as a leader.

4. Share ideas

Speaking with strangers may seem like an odd way to pressure-test your ideas but hey, as long as you're not giving away company secrets, this is a low-pressure way to see whether your ideas make sense to your potential customers. You may very well come back to the office with increased confidence in your approach. Or you might use what you've heard to develop new ideas that help you do things better, faster or with greater appeal in the marketplace.

5. Come back refreshed

Let's be honest. Being cooped up in the same office, same building - working closely with the same set of people day after day - can be tiring and tiresome. Even under the best of circumstances, getting out of the office for a bit of fresh air and a change of scenery is a healthy and energizing activity. When you return to the office, you will be far more focused and productive.

Leaders, it's no luxury to get out of your every-day workspace. Whether you try my coffee shop experiment or find other ways to broaden your perspective and renew your energy, get out there today and try something new. And while you're at it, encourage your team to do the same. Make it a best-practice for them to reflect on what they've learned and report back with new insights, ideas, approaches and innovations.

How to Drive Exceptional Team Performance

Another recent article from the archives...

It's a fact. Effective organizations thrive through the collective efforts of talented, dedicated people doing outstanding work every single day. More than that, great companies tap into the exponential impact of true teamwork.

In my work with top executives and leadership teams across the Fortune 500, **I have observed that exceptional teamwork centers on the following three areas:**

1. Alignment

Effective teams share a mutual understanding of the team's...

- **Purpose.** What is the team's reason for existence? What role does it play in the broader organization? How does it drive business, increase profitability, help customers, etc?

- **Vision.** What is the team's shared view of the future? Where is this team going? What will it look like and what will it achieve in a month, a year, or several years down the road?
- **Brand.** How does the team convey its identity and value to the organization, to customers, and to the broader industry? What is the unique value and message the team conveys in its daily interactions with others?

2. Communication

Teams that communicate well are ideally positioned to foster creativity, productivity, sound decision-making, remarkable relationships and top-notch results. They recognize that great communication is respectful, engaging, non-judgmental, proactive and timely.

3. Clarity

Without clarity, there is confusion or even chaos. At the very least, you will find inefficiency, wasted time, unproductive conflict and undue stress. The fact is, people must be absolutely clear on what they are to accomplish and how they are to accomplish it.

Whether you are building a new team, integrating new members, or resetting a team that is facing new or changing circumstances, it is a leader's job to ensure clarity around the following:

- **Roles and Responsibilities.** Who is accountable for what... and to whom? What is each person's individual accountability and how do members of the team collaborate with and support one another?
- **Team Operating Norms.** Consider the following:
 - *How often will the team meet, whether formally or informally? What will be the consistent areas for discussion and how will the discussion be structured?*

- *What is the process for making important decisions?*
- *How will conflict be addressed and what are the circumstances in which issues must be escalated?*
- *How will the team navigate through periods of uncertainty?*
- *Which behaviors are expected and how will people be held accountable for getting the job done right?*

Creating the framework for remarkable teamwork should be every leader's top priority. With the right people in place and a thoughtful approach to ensuring quality working relationships, there's absolutely nothing you and your team can't achieve.

Exceptional Development Opportunities

1. Trusted Advisor and Team Effectiveness Accelerator

I am pleased to offer you my highest impact program yet. Over many years of helping top-tier executives and their teams, I have developed an extremely effective process for accelerating success.

Key elements include:

- **Trusted advisor services for the leader.**
- **Targeted whole team development.**
- **Real-time support and development for key members of the leadership team.**

2. Keynote Speaking and Development Sessions

Based on my straightforward yet powerful process for enhancing professional and personal success, I am proud to offer ***Pause, Reflect, Project! Three Steps to Rapidly***

Accelerate Leadership Impact and Personal Success

I have several dates open for 2016 but dates are filling up quickly. Contact me to learn more or to book a date for your next conference, trade show, awards ceremony or team development session.

Exceptional Leadership Tip #19

Are you reducing costs...or eliminating vital resources and investments? You cannot cut your way to growth.

For over a decade, top global organizations have requested Liz's help in resolving issues such as creating extraordinary client relationships, increasing market persuasion, and driving productive collaborations in an increasingly complex world.

Liz advises senior leaders at some of the world's most successful companies, such as Johnson & Johnson, Thomson Reuters, Bristol-Myers Squibb and AmerisourceBergen Corporation, among others. She uses her expertise in human behavior to drive commercial success. She helps her clients drive innovation, exert influence and lead their organizations through change.

A thought leader in organizational excellence, Liz provides expert commentary for such publications as the Wall Street Journal, NY Times and USA Today. She earned her PhD in Psychology at the Derner Institute for Advanced Psychological Studies. Her undergraduate degree is from Cornell University. Liz graduated Cornell Phi Beta Kappa and Cum Laude.

She is a member of the American Psychological Association and the Society for the Advancement of Consulting and author of the eagerly awaited forthcoming book, *Slow Down to Speed Up: Harnessing the Power of Pausing to Improve Leadership, Advance Your Career and Get Things Done.*

Bywater Consulting Group

www.bywaterconsultinggroup.com

Testimonials

<http://www.bywaterconsultinggroup.com/testimonials.php>



Liz Bywater, PhD
President, Bywater Consulting Group
800.846.4546
liz@bywaterconsultinggroup.com
www.bywaterconsultinggroup.com

Contact

Us:

For information on how we help top executives, [send us an email](#) or give us a call at 800.846.4546.

We look forward to hearing from you. In the meantime, please [visit us](#) any time!

